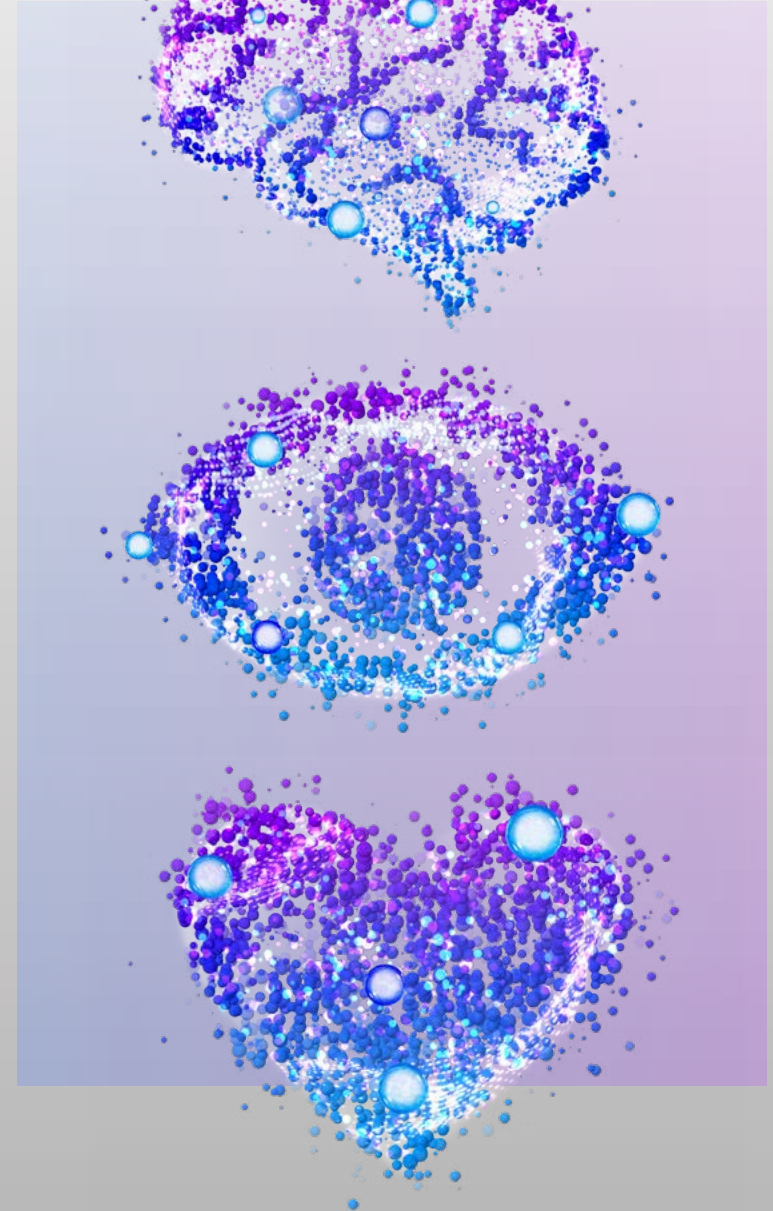




The public service experience, redefined.

Remember me. Recognise me. Respect me.

The Citizen Experience Excellence Report 2024-25





UK Citizen Experience Excellence Report 2024-25

Here's what you'll find in this report

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Re-defining the public service experience to re-build trust and deliver value through the power of being remembered, recognised and respected



Overall citizen experience scores moved from **6.49** in 2023 to **6.62** in 2024, a **2% increase**.

In today's world, where digital services are more available than ever, one thing remains clear: citizens expect more than just access to services, they want to feel seen, heard and understood.

The digital era has revolutionised how the public can access services. Yet, despite significant investment in transformation, citizen satisfaction hasn't kept pace. Why? Because access alone isn't enough.

Whether they're applying for benefits or accessing healthcare, citizens aren't just interacting with these services, they're relying on them at critical moments in their lives. To truly improve public services, **we must start with a deep understanding of the citizen.**

When we put citizen insight at the heart of public service design, transformation becomes more than just a buzzword – it becomes the key to unlocking innovation, accelerating delivery, and creating more effective services that people genuinely rely on, it's how we build both trust and long-term value.

However, the journey to solving this problem is far from straightforward. Public Sector leaders face relentless pressure, they're being asked to move fast, deliver big, and do it all on a tight budget with often ageing, fragmented systems. All whilst rebuilding citizen trust and personalising experience.

After four years of analysing citizen needs and behaviours, it's clear that effective solutions begin with research. Used well, research goes beyond validating design decisions, it's a strategic tool for prioritising, innovating and leading with purpose. It reveals what citizens want and how they are likely to engage. This insight is essential, helping leaders redesign services not only for effectiveness, but for real, measurable, lasting success.

So, what does our research tell us this year? Post pandemic, after four years of continuous declines, UK citizen experiences have improved marginally. Overall experience scores moved from 6.49 in 2023 to 6.62 in 2024, a 2% increase. But does it suggest that public sector investments into citizen experience, particularly digital, are being noticed?

Last year, our research told us that the public sector needed to embrace the digital citizen and we saw huge improvements when digital channels were used, however these channels were only available to citizens 50% of the time. This suggests progress is being made on the digitisation agenda. But a substantial number of citizens are yet to engage regularly with low-cost more efficient channels, putting a strain on the system and driving up costs.

The complexities of delivering public services mean that every unique individual and behavioural nuance must be catered for. Many of us welcome booking GP appointments through an app, but when it comes to life-changing services such as social care or complex illnesses, many would prefer a ‘dealing with a human being’ experience.

So, what is the big message this year? We focus on how to meet the unique needs of citizens, whilst delivering transformation at the same time. Because in this climate, one without the other is taking the road to an expensive failure. Coming through loud and clear in our research, thousands of citizens are saying **remember** me, **recognise** me and **respect** me. This isn’t just a sentiment, it’s a clear direction that citizens want seamless interactions that remember them across channels and departments, targeted treatments that recognise their unique situations and empathetic services that respect their choices.

Our report digs into the analysis of 31,000 UK responses to explore what makes an excellent citizen experience and how leading public sector entities are already delivering on expectations as well as hitting the necessary cost efficiency demands. We unpack citizen desire to be remembered, recognised and respected and explain how that translates into action for public sector leaders.

We look at different UK public sector organisations to pinpoint where improvements can be made. And we back it all up with survey data, case studies and practical takeaways to put the ideas into context.

At KPMG, we know that digital transformation only works when it is designed around citizens’ needs. We trust this report provides valuable insights and ideas to help governments and public sector leaders do that.

To learn more about the ideas raised in this report or to discuss your own unique citizen experience challenges and opportunities, I encourage you to contact your local KPMG office.



Jo Thomson
Partner, Customer Transformation,
Public Sector
KPMG in the UK

This year, we have seen a **3% increase** in the number of citizens who said that their digital experience was simple and seamless

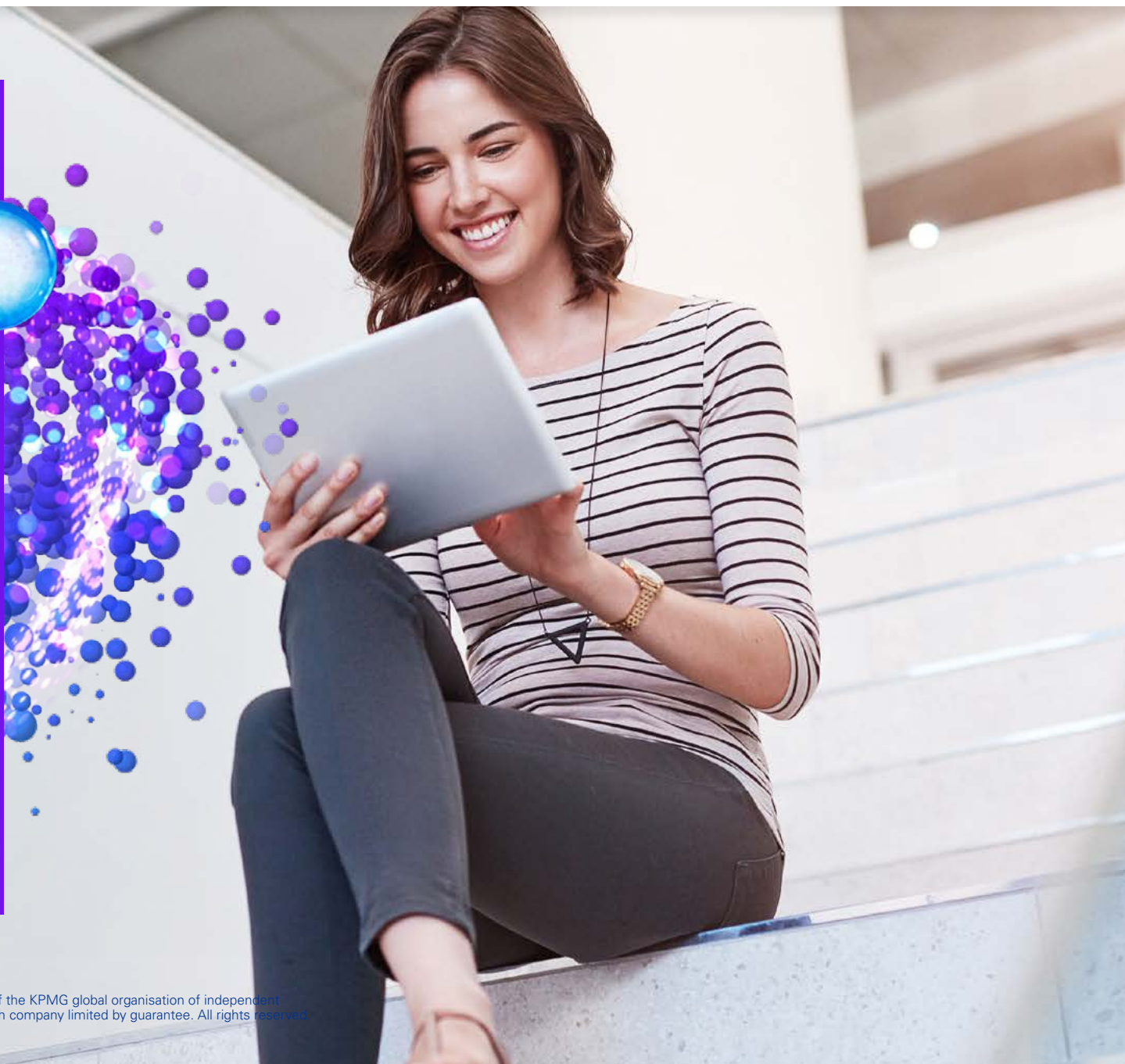




01.

Key findings of the 2025 Citizen Experience Excellence survey

Here's a deeper look at our survey results from 2024-25.



Key findings for this year

High level findings

What’s changed in citizen experience? In some ways – everything. In others – not much.

Despite years of effort and investment, citizen experience scores remain flat. Whilst we can report a slight improvement, driven by a few standout organisations, overall optimism remains low without broader, system-wide progress.

Much of the improvement so far has come at significant cost, often without clear return. As expectations rise and the volume of demand increases, the challenge becomes even more complex. Transformation efforts are struggling to keep pace.

Our research shows that meaningful improvement doesn’t have to be complicated. It comes down to three simple, core principles focusing on designing for citizen need.

Remember me. Recognise me. Respect me.

Citizens are telling us that they need public services to remember them, recognise them and respect them. But what does this look like in numbers?



Remembered

Remember citizens, their situation and preferences across the organisation

New analysis for this year, **39%** of citizens told us that the services they used did not feel joined up and from ‘one organisation’. When this was the case, overall experience worsened by **17%**.

2 in 5 citizens also told us that they were not remembered from previous interactions. When this was the case, citizen experience worsened by **13%**.



Recognised

Recognise citizens’ specific circumstances and tailor services around their needs

31% of citizens told us that individual needs were not considered when using their services. When this was the case, citizen experience worsened by **18%**.

More than **1 in 4** citizens also told us that they felt the public sector did not act in their best interest. When this was the case experience worsened by **21%**.



Respected

Treating people as individuals, not numbers, and respecting their needs and time as much as your own

44% of citizens told us that staff did not go the extra mile for them. When this was the case, citizen experience worsened by **16%**.

Nearly **1 in 2** citizens also told us that they were not able to get to the right place or person at first attempt. When this was the case, citizen experience worsened by **14%**.

Sector-specific insights



There are pockets of good practice, particularly among some transport operators, who are leading the way with citizen experience scores up to **10% above the public sector average**.



The NHS continues to perform strongly, delivering the best citizen experience overall – **7% above the sector average**. However, after a major decline last year, public perception has now plateaued.



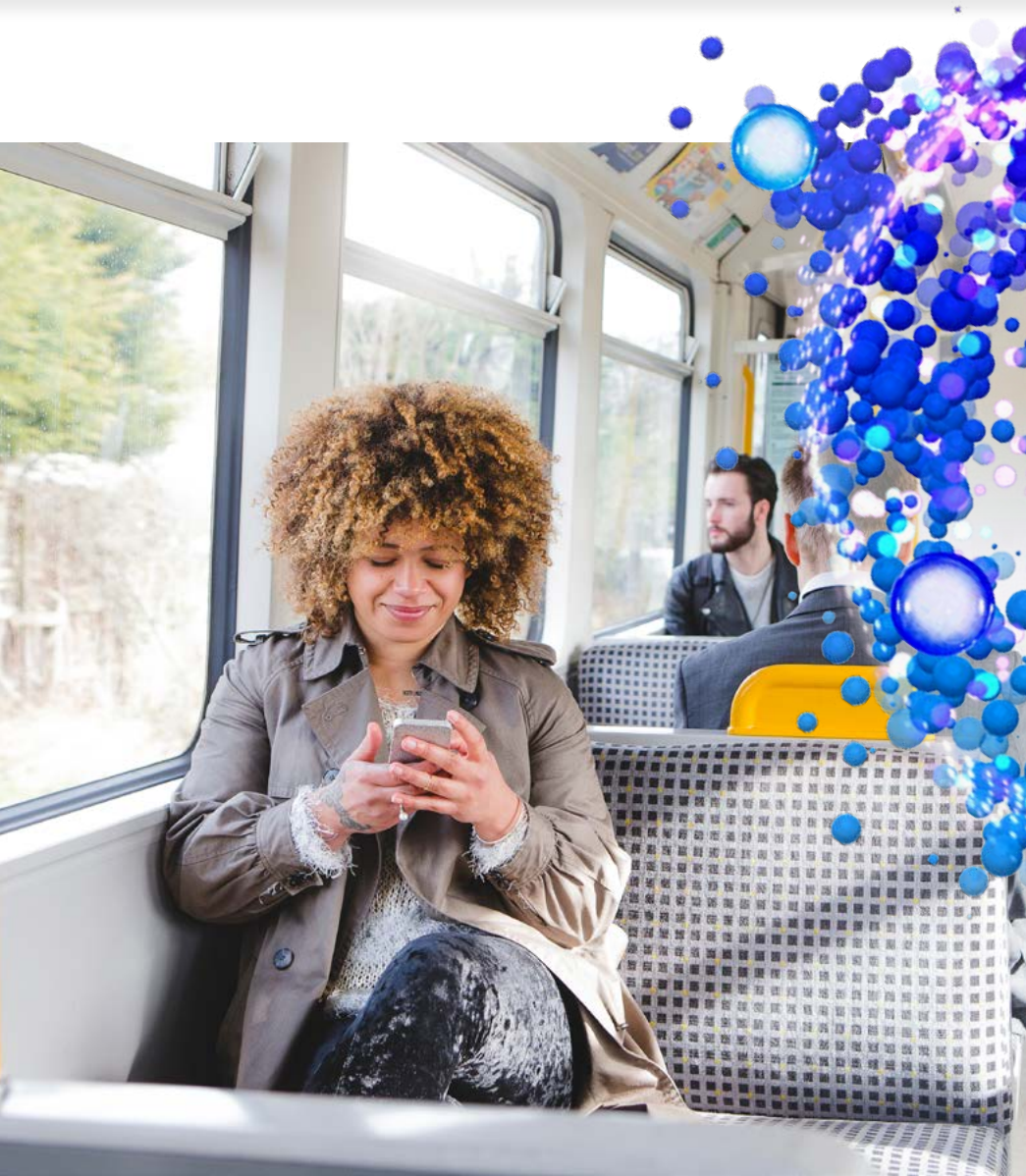
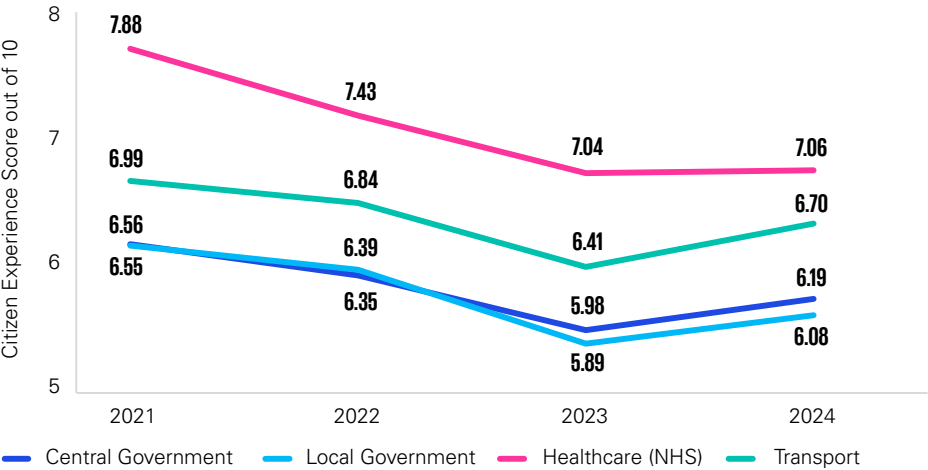
The Home Office features in our rankings for the first time this year-placing in the **top 10 public sector organisations** – and is the only central government department to do so.



Who is delivering citizen experience excellence in our research this year?

01.	Eurostar	06.	Caledonian Sleeper
02.	National Express	07.	NHS
03.	Elizabeth Line	08.	Home Office
04.	London North-Eastern Railway	09.	Greater Anglia
05.	Mersey Rail	10.	Heathrow Express

How have citizen experiences changed in 4 years?



About the Citizen Experience Excellence (CEE) report

KPMG’s annual Citizen Experience Excellence (CEE) research offers unique insights into how UK citizens experience public services.

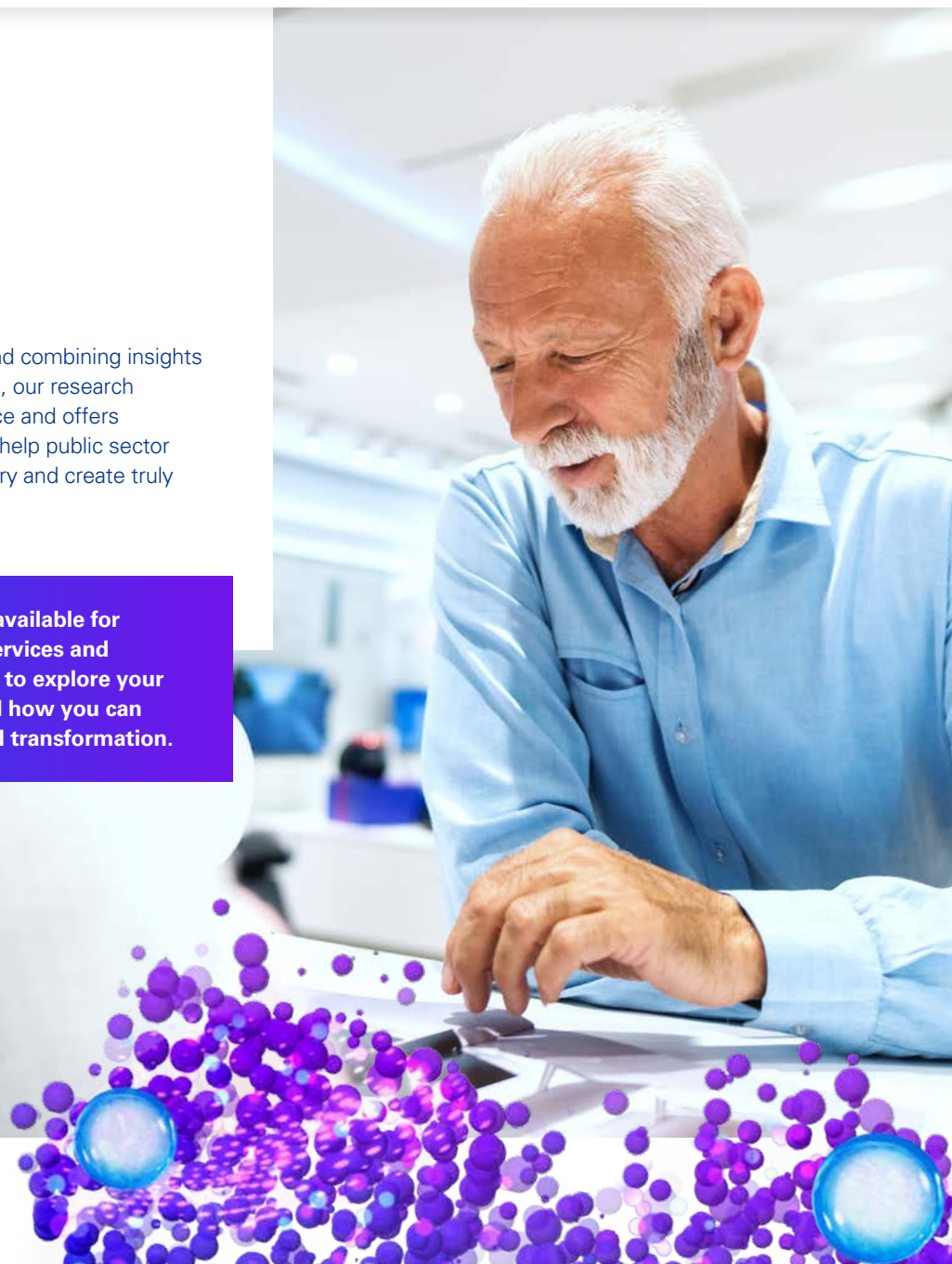
For four years our CEE research has provided a detailed analysis into the nuances of citizen experience, painting a clear picture of what matters most to citizens and how public service organisations can best meet these expectations and needs.

Drawing on the KPMG Six Pillar framework, a globally recognised approach used by hundreds of organisations to drive improvements in services, the research applies a proven methodology based on the world’s largest customer experience benchmark.

This year, our analysis is based on 31,640 responses which, when overlaid against the more than 100,000 citizen surveys we’ve conducted over the past four years, provides deep insight into citizen experience across all UK regions, demographics and organisations. We’ve also worked with public sector leaders to truly understand how to use the Six Pillars as a lens for driving citizen-led transformation, and the benefit they’re getting from doing so.

By tracking these experiences over time and combining insights with leading practice from across the globe, our research identifies key trends, highlights best practice and offers data-backed practical recommendations to help public sector organisations transform their service delivery and create truly citizen-centric experiences.

Detailed CEE reports are available for individual public sector services and organisations. Contact us to explore your organisation’s results and how you can accelerate your citizen-led transformation.



The Six Pillars of experience

We evaluate citizens' interaction with government and public sector organisations across The Six Pillars of experience. Our ongoing research has shown that these are the essential building blocks of world class experiences. Organisations worldwide are using The Six Pillars to guide strategy development and provide design principles for their customer experiences. The Customer Experience Score is calculated using a weighted average of these Six Pillars.

We'll be referring to The Six Pillars throughout this report.



Integrity

Being trustworthy and engendering trust



I was served by a very helpful member of staff who was very informative and made me feel very comfortable, secure, relaxed."



Resolution

Turning a poor experience into a great one



My purse was recently stolen, which had my driver's licence in it, among many other items. The DVLA process for getting a new one was astonishingly quick – in fact it turned up before any of my credit/bank cards!"



Expectations

Managing, meeting and exceeding customer expectations



I always get an email from the council with various updates on what is going on. I often click the links for further information."



Time and Effort

Minimising customer effort and creating frictionless processes



I went on their website and, although there were a lot of different portals for different departments, it was quite easy to find what I was looking for and I was able to pay what I needed and was emailed a receipt."



Personalisation

Using individualised attention to drive an emotional connection



The Council had aligned the discounted Clean Air programme to run concurrently with my Disability Blue Badge application. This means that the future process will be seamless. They have obviously thought carefully about what is best for this particular community."



Empathy

Achieving an understanding of the customer's circumstances to drive deep rapport



The response from staff is very professional and polite, and they are always willing to help in any way they can."



The Six Pillars of Citizen Experience



Being trustworthy and engendering trust

This means:

- Acting in my best interests
- Protecting my personal information
- Being transparent and doing what you say you will

1.5% year on year increase from 2023 to 2024

86% of citizens say they are confident their information and data is secure

29% of citizens say public sector organisations do not do what they say they will do



Voices of good experience:

“My experience with them so far has been outstanding, because they don’t delay, they are trustworthy, dependable, reliable and are so professional.”

36-year-old, Greater London

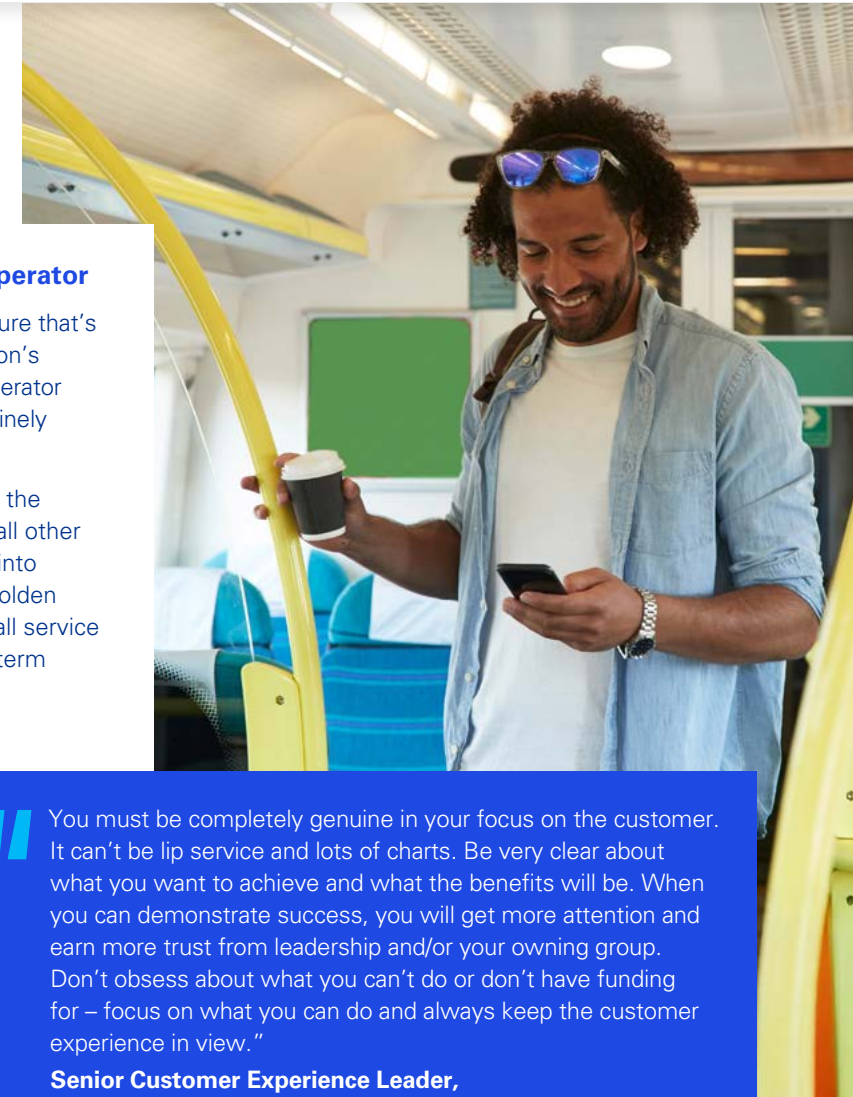
Learning from leaders – a leading train operator

A strong sense of organisational purpose and culture that’s built around the citizen are crucial to an organisation’s integrity. This is easy to say, but a leading train operator in our research takes a practical approach to genuinely embedding citizen-centric culture.

- Their organisational structure is set up so that the Customer Experience Directorate sits across all other directorates, with key stakeholders deployed into operational roles to ensure the citizen is the golden thread in decision making, whether that’s small service improvements, day to day operations or long-term strategy.
- The operator places a high value on recognising customer needs through citizen feedback. They recognise that feedback is not just a tick box exercise for the regulator, but that it is critical for driving service improvement and building trust.
- They work collaboratively with third parties who might have previously been seen as competitors to share citizen data in the interests of improving the end-to-end citizen experience and how citizens are remembered across their journey.

“ You must be completely genuine in your focus on the customer. It can’t be lip service and lots of charts. Be very clear about what you want to achieve and what the benefits will be. When you can demonstrate success, you will get more attention and earn more trust from leadership and/or your owning group. Don’t obsess about what you can’t do or don’t have funding for – focus on what you can do and always keep the customer experience in view.”

**Senior Customer Experience Leader,
Leading Train Operator**



The Six Pillars of Citizen Experience



Resolution

Turning a poor experience into a great one

This means:

- Taking accountability for my issue and demonstrating urgency
- Dealing with my issues first time
- Going the extra mile for me

2.4% year on year increase from 2023 to 2024

65% of citizens say that ownership was taken for their issue

41% of citizens say they were not able to self-serve to find a resolution



Voices of good experience:

“Very easy to use website with prompt response to queries. They processed applications very quickly and resolved any problems.”

78-year-old, South Yorkshire

Learning from leaders – the Passport Office

The Passport Office is often held up as an exemplar of service digitisation in the public sector. Critical to this has been finding the balance between seamless digital self-service and human guided contact when solving citizen issues, whilst also maintaining that the services at the Passport Office are for everyone.

- They focused on digitising the simple customer journeys first, without trying to build the solution for everything and everyone. Doing this not only created momentum, natural positivity and motivation, but provided continuous learning that could then be applied to more complex customer journeys.
- They understood the balance required between digital self-service and human guided contact, recognising that human contact cannot be replaced for certain groups of citizens.
- They evolved the role of their customer service agents to become empathetic problem solvers who are empowered to respect each citizen’s nuanced circumstances, proactively solve citizen issues and make incremental improvements in the service offering.

“When you get the initial design right, you also learn better about how to tackle the harder cases. You can see how the system is going to respond and how to implement it. Also of course, by getting the process for the great majority of applications done, you free yourself up more quickly to get onto the more difficult work.”

Tom Greig, Director of Passports, Citizenship and Civil Registration, Home Office



The Six Pillars of Citizen Experience

Expectations Managing, meeting and exceeding citizen expectations

This means:

- Communicate with me on what to expect
- Proactively keep me up to date
- Provide me with consistent, accessible and accurate information

2.8% year on year increase from
2023 to 2024

75% of citizens say they received the outcome
they expected from their experience

37% of citizens say they were not proactively
informed and kept up to date



Voices of good experience:

"My bus was late, but their app informed me of the estimated revised time. The buses were clean, drivers friendly and the journeys were only a couple of minutes longer than expected."

52-year-old, Lancashire

Learning from leaders – Leeds City Council

Leeds City Council are in their early stages of citizen-led transformation and at the heart of their strategy for improvement is designing services around citizen needs and expectations – particularly digital services.

- The council are creating a single digital front door that aims to provide a consistent level of service across all digital interactions. This will ensure that every citizen knows what to expect from their interactions with the council and is remembered across different digital services.
- To support this, the council are bringing data sources together into a unified system so that citizens receive consistent responses regardless of their contact channel. Not managing citizen expectations after they have raised a query has been identified as a key driver of failure demand, even when everything is on track to resolve the issue.
- The council understand they have a long way to go and are investing to better recognise customer needs and expectations through improved data and analytics capability, and citizen research teams.

By having more unified systems, we could send an acknowledgement to everyone who reports an issue, regardless of channel, and keep them updated if they request that, perhaps we can even upload a picture when the issue is resolved. In that way, we're managing expectations at the same time as streamlining processes so they're more efficient and don't take up lots of different staff members' time."

**Dylan Owen, Head of Digital Transformation,
Leeds City Council**



The Six Pillars of Citizen Experience



Time and Effort

Minimising citizen effort and creating seamless processes

This means:

- Empower me to self-serve most of the time
- Make it clear and easy to understand for me
- Understand my end-to-end experience and do the joining up

2.6% year on year increase from 2023 to 2024

74% of citizens say they made things clear and easy to understand

43% of citizens say they could not get to the right place or person first time



Voices of good experience:

"I was able to get through to a member of staff quickly, it was time efficient, he listened to my query, and he acted upon it quickly. They ensured to put my needs first and my experience was effortless."

54-year-old, Northamptonshire

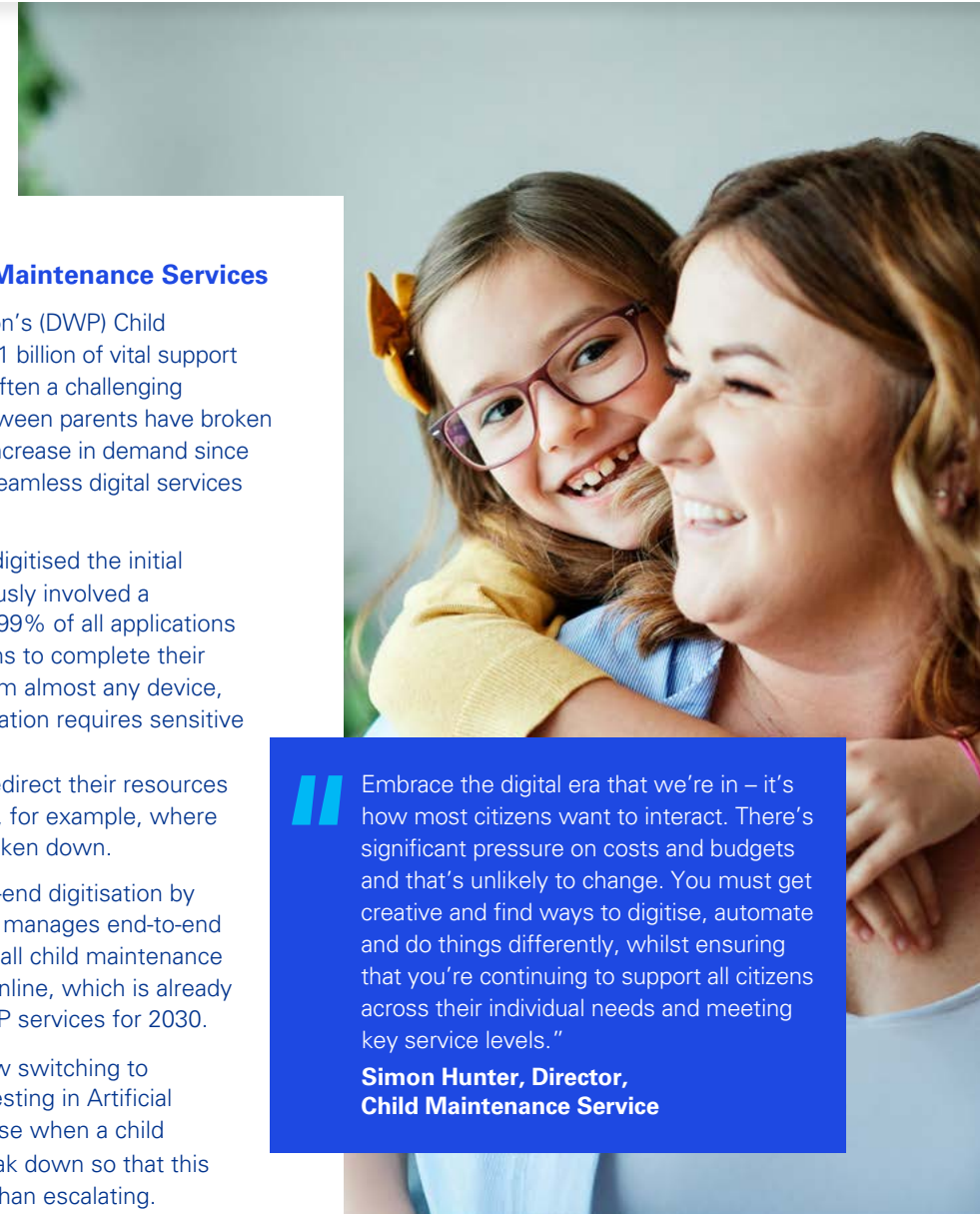
Learning from leaders – Child Maintenance Services

The Department for Work and Pension's (DWP) Child Maintenance Services provide over £1 billion of vital support to children across the UK in what is often a challenging environment where relationships between parents have broken down. The service has seen a 40% increase in demand since 2019 so to manage this effectively, seamless digital services have been a must.

- The service has streamlined and digitised the initial application process, which previously involved a 40-minute telephone call, so that 99% of all applications are now online. This allows citizens to complete their applications in their own time, from almost any device, respecting the fact that the application requires sensitive information. This has also meant that the service can redirect their resources to focus on higher value activities, for example, where child maintenance cases have broken down.
- The service has built on this front-end digitisation by developing an online portal which manages end-to-end child maintenance cases. 85% of all child maintenance interactions are now completed online, which is already ahead of the ambition set for DWP services for 2030.
- The attention of the service is now switching to demand prevention. They are investing in Artificial Intelligence to proactively recognise when a child maintenance case is about to break down so that this can be dealt with upfront, rather than escalating.

Embrace the digital era that we're in – it's how most citizens want to interact. There's significant pressure on costs and budgets and that's unlikely to change. You must get creative and find ways to digitise, automate and do things differently, whilst ensuring that you're continuing to support all citizens across their individual needs and meeting key service levels."

**Simon Hunter, Director,
Child Maintenance Service**



The Six Pillars of Citizen Experience



Personalisation

Using individualised attention to drive an emotional connection

This means:

- Show me you recognise me and my community
- Give me a choice in how I interact with you
- Take my individual needs and circumstances into account

1.3% year on year increase from 2023 to 2024

75% of citizens say they had a choice of channels when accessing services

31% of citizens say their individual needs were not considered when using public services



Voices of good experience:

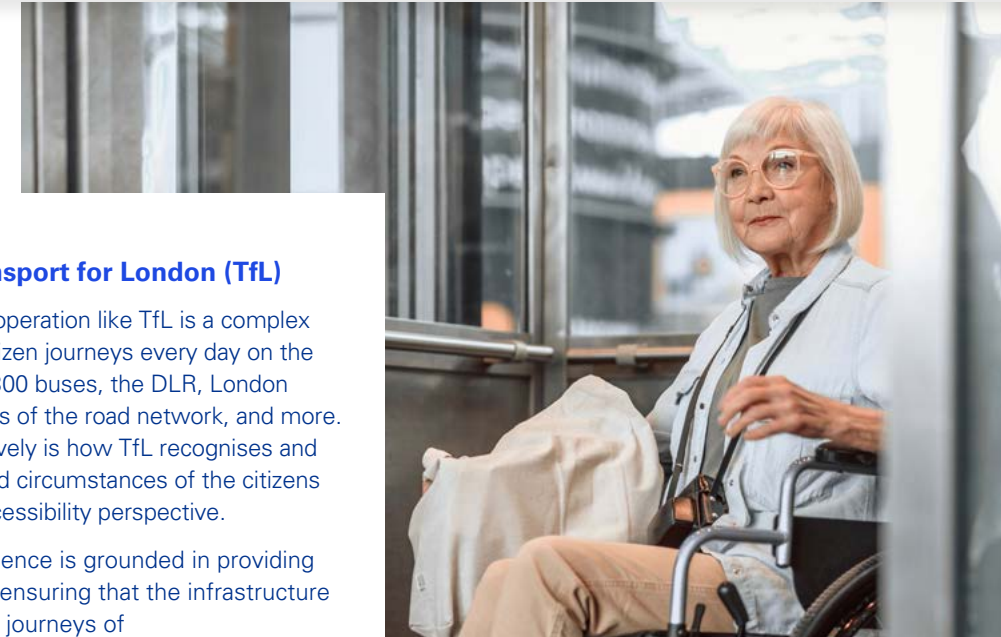
"I have a child who was struggling in mainstream school. Our local authority met with us and were compassionate, proactive and attentive. They made it possible for my child to secure a placement at a specialist school which has been life changing for our whole family."

50-year-old, Greater London

Learning from leaders – Transport for London (TfL)

Running a multi-faceted transport operation like TfL is a complex undertaking, with over 5 million citizen journeys every day on the tube alone, as well as a fleet of 9,300 buses, the DLR, London Overground, riverboats and aspects of the road network, and more. A key part of delivering this effectively is how TfL recognises and delivers on the individual needs and circumstances of the citizens they serve, particularly from an accessibility perspective.

- TfL's approach to citizen experience is grounded in providing accessibility in all forms, firstly ensuring that the infrastructure itself can support the individual journeys of every citizen, before investing in accessible information and payments. TfL's contactless payment system is now estimated to save hundreds of millions of pounds a year.
- The travel operator recognises that individual accessibility needs change throughout the journey, and providing a personalised service will look different when travel planning at home, versus travelling on the network. The answer is considering the customer journey end-to-end.
- By designing a personalised and accessible service for those who need it, TfL understand that they are providing a better experience and improving citizen outcomes, quality of life and social inclusion.



" We serve everyone. We don't get to choose. That's a fundamental principle and means we have a duty to be truly inclusive and consider every user's needs. In doing so, we're contributing to people's quality of life, their access to employment and key services, and supporting social inclusion. It really is a public service mission. You must balance the needs of the few with those of the many. For example, installing a new lift in a station – that will be incredibly valuable to those with specific needs, but it may mean routing most passengers slightly further to reach the escalators. Getting the balance right is a key question for any customer proposition – and of course it's an area where cost is an important factor too."

Shashi Verma, Chief Technology Officer, TfL

The Six Pillars of Citizen Experience



Empathy

Achieving an understanding of the customer's circumstances to drive deep rapport

This means:

- Listen to me and reassure me that my problem is important
- Respond with empathy by default
- Ensure I can access a human if I need to

2.1% year on year increase from 2023 to 2024

84% of citizens say that staff were friendly and courteous

32% say their experience did not have a positive impact on their wellbeing



Voices of good experience:

"I contacted my local council to apply for a blue badge for the very first time and to enquire on the process to apply for a reduction in council tax. Both departments were extremely professional and exceptionally kind and considerate."

52-year-old, Wiltshire

Learning from leaders – c2c Rail

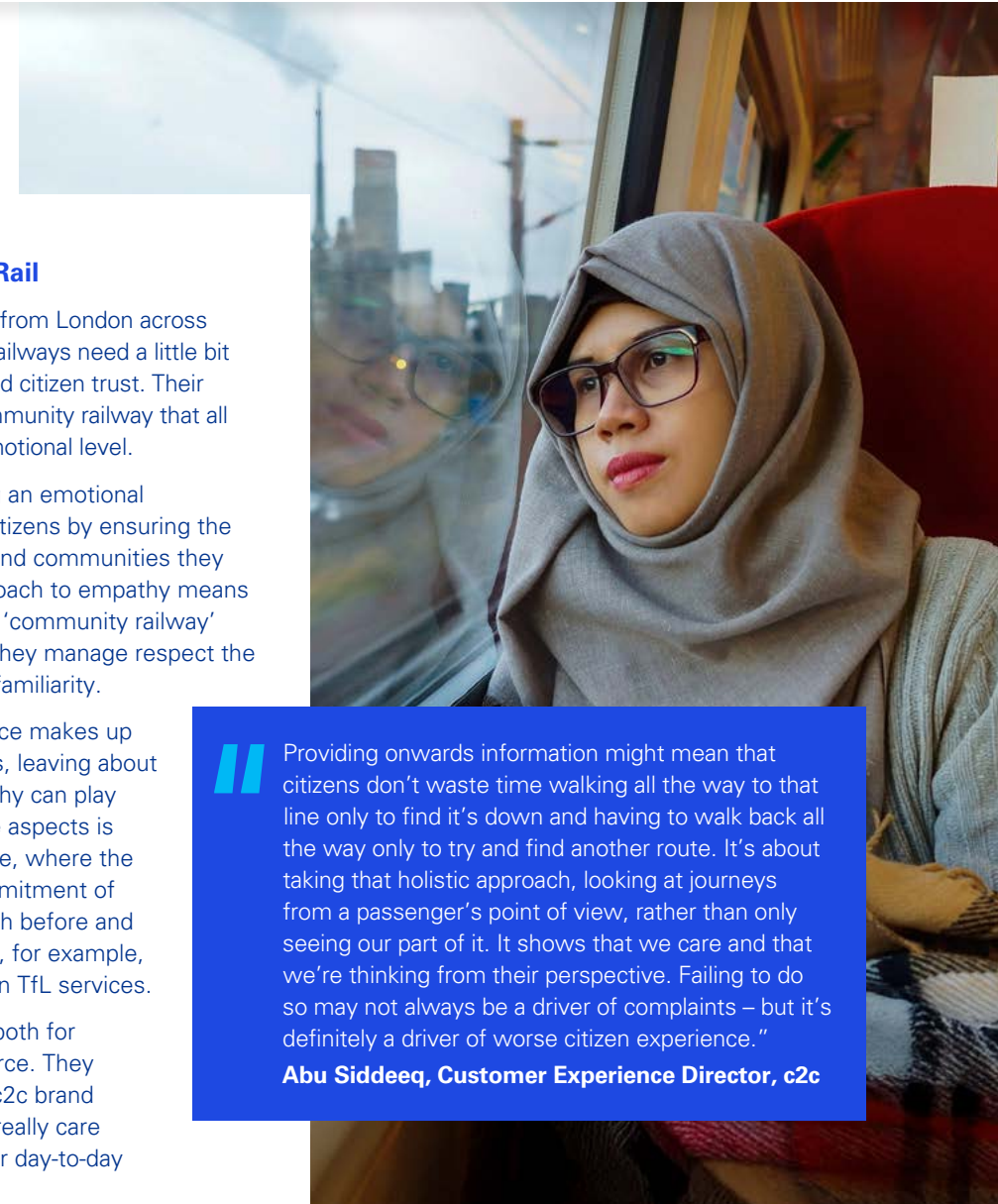
c2c, a busy rail network stretching from London across to South Essex, believes that the railways need a little bit of love put back into them to rebuild citizen trust. Their approach has been to create a community railway that all citizens can connect with on an emotional level.

- The railway focuses on building an emotional connection between c2c and citizens by ensuring the workforce reflects the people and communities they serve. This people-centric approach to empathy means putting a strong emphasis on a 'community railway' and ensuring that the stations they manage respect the local area and have a sense of familiarity.
- c2c see that service performance makes up around 60% of citizen concerns, leaving about 40% of concerns where empathy can play an influential role. One of these aspects is the end-to-end travel experience, where the operator shows a genuine commitment of care and respect to citizens both before and after their interactions with c2c, for example, providing journey information on TfL services.
- For c2c, delivering empathy is both for the citizen, but also the workforce. They work hard to instil pride in the c2c brand amongst staff and for them to really care about what they achieve in their day-to-day decision making.



Providing onwards information might mean that citizens don't waste time walking all the way to that line only to find it's down and having to walk back all the way only to try and find another route. It's about taking that holistic approach, looking at journeys from a passenger's point of view, rather than only seeing our part of it. It shows that we care and that we're thinking from their perspective. Failing to do so may not always be a driver of complaints – but it's definitely a driver of worse citizen experience."

Abu Siddeeq, Customer Experience Director, c2c





02.

What citizens want: Remember me, recognise me, respect me

UK citizens are looking for seamless public services that address their unique needs. They want to be remembered, recognised and respected. Here's what that means and how to get started.



Delivering what citizens want

Citizen experience may have improved this year, but compared to our 2019 benchmark most public services are providing a significantly worse citizen experience today than they were before the pandemic.

Against a backdrop of increased demand, constrained budgets, and public sector reform, leaders have a seemingly impossible challenge – rapidly delivering positive changes for citizens at the same time as reducing costs.

Our research shows that whilst many services are struggling with this balance, some leaders are achieving it and reaping the dual benefits of happier citizens and reduced costs. These frontrunners all have one thing in common – that they design around citizens and are gearing their organisation culture to meet citizen needs.

Citizen experience isn't just a mark out of ten, but a complex balance of different factors that all build up to an overall experience. We use the Six Pillars to show this through the citizen's eyes, but from the service point of view it's even simpler. Great citizen-centric service means being able to remember citizens from previous interactions so that it feels like they're continuing their journey rather than starting afresh with each interaction. It means demonstrating that you recognise their specific circumstances and will tailor services around their needs. And lastly, it means showing respect for their situation and ensuring they feel understood, often through a real human connection.

Remember me, Recognise me, Respect me captures the deeper human expectation behind public services: to be treated not as a case number but as a person with history, identity and dignity.

It also means understanding that not everyone is starting from the same point. Their personal situation may mean they struggle to connect with you, and that they face additional barriers that others do not. A focus on remembering, recognising and respecting citizens can help you deliver inclusive digital services that understand these individual challenges and how you can tailor services to mitigate for them.

Organisations who deliver their digital transformation through this lens are seeing the benefit. As well as the clear benefit for citizens – first time resolution, better access, more joined-up services – this approach can help improve efficiencies and save costs through:

- limiting failure demand and reducing overall contacts by getting it right first time
- more effectively utilising resources and budgets
- removing inefficiencies created by previous silos.

Most of all, these changes create momentum. Digital transformation is a long process, and success is driven by people as much as it is by technology solutions. Successful organisations are ones that inspire their employees, their citizens, and their budget holders to be part of the change.

In the following chapters, we unpack what remember, recognise and respect mean in the context of public service delivery and citizen expectations. Supported by case studies, data points and insights from our experience working with leading public sector organisations globally, we provide insight and advice to help drive improved citizen experience.



Pause for thought

Hear more about what citizens want and listen to their challenges and expectations in KPMG's video series, Pause for thought.



Remember me

Understand my history, my previous interactions and preferences so I don't have to start from scratch every time.

The citizens participating in our survey told us the same thing again and again: they want their experience to be seamless and feel that their services are being delivered by one system, not all its component parts. Yet 39% of our respondents say they experienced services that hadn't remembered their previous interactions, forcing them to waste their time communicating information they had already shared.

Getting this right requires public sector organisations to plan and design digital services that integrate data into a single view of the citizen, allowing service providers to remember individual citizen's preferences. Today, however, most government organisations maintain multiple customer record systems (CRMs) which means that – whilst citizens may be remembered within a service – they aren't remembered between services.



Extremely hard to get to talk to a real person, left hanging on hold for up to an hour (sometimes I get cut off) if I do get through and explain the problem and get shunted around to different people and have to explain everything over again to each one."

65-year-old, West Midlands

Forgotten



39%

of UK citizens say services didn't remember them from previous interactions.



Personalisation

Confident

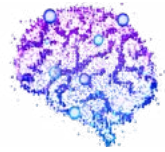


86%

of UK citizens say they feel their personal information and data is secure



Integrity



Remember me

The value of remembering citizen preferences can be significant. Consider this: the NHS loses around £216 million per year because of wasted time from missed GP appointments. Now, many NHS providers are successfully reducing that cost by proactively managing their demand and communicating with patients who have booked future appointments through their preferred channels, whether that be a phone call or text message. This is allowing more budget to be put towards delivering quality care to patients.

Frustrated

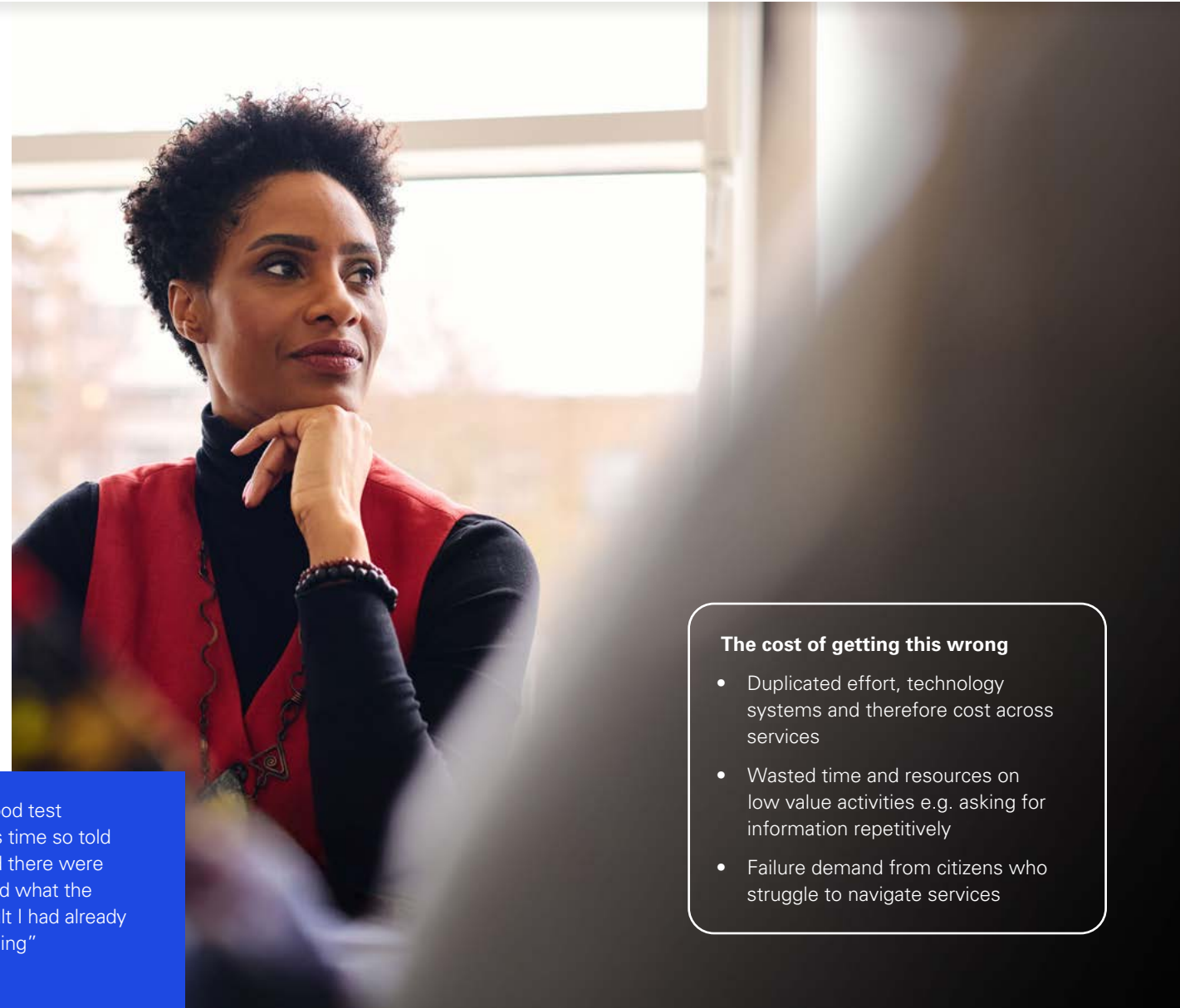
 **38%**

of UK citizens say services did not feel joined up with each other.



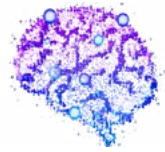
I was phoned by my surgery asking me to go in to discuss a blood test result. They could only make an appointment for me in 2 weeks time so told me to phone at 8.30am the following day. When I did I was told there were no appointments available. As a result I gave up as when I asked what the appointment was about they said it was about a blood test result I had already spoken to someone about a week earlier, all that worry for nothing"

67-year-old, Wales



The cost of getting this wrong

- Duplicated effort, technology systems and therefore cost across services
- Wasted time and resources on low value activities e.g. asking for information repetitively
- Failure demand from citizens who struggle to navigate services



Remember me

Make the difference

As the Leeds City Council example illustrates, getting to that single organisational view of the citizen is no simple matter. Existing citizen data is often scattered and of varying quality, and individual services have often grown organically, creating significant variation in how and where people access them.

The start point for this is to develop a good understanding of how your services currently work as well as developing a vision for how you'd like them to work in the future. Having an established and progressive approach to managing citizen interactions, working towards a single view of the citizen, means you can break down the big problem into a roadmap of smaller stages, gradually bringing more and more individual services into a unified system.

This will drive a data strategy that makes the best use of citizen data whilst keeping it secure, including policies for data access and sharing, as well as how your organisation will work with partners. In a complicated environment like the public sector, the benefits of a shared record system are vast (such as integrating local government and health data for population health management), but data governance is one of the major stumbling blocks in delivering it.

One of the goals of your data strategy should be to use CRM to remember citizens across services. This not only makes it easier for them to access the service with a single username and password but also means they're less likely to need to repeat themselves and explain their situation. This includes both records of who they are and their previous interactions, as well as data sharing across service providers to remember citizen preferences and how they best interact with services.



Case study

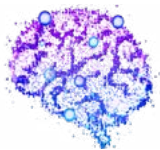
Leeds City Council

Leeds City Council, one of the biggest metropolitan councils in the UK, is delivering a programme of digital service transformation to completely redesign the ways in which people can access services.

"We are really committed to keeping all channels available, even if digital is the route we are encouraging citizens to go down where possible," notes Dylan Owen, Head of Digital Transformation at Leeds City Council.

Longer term the Council plans to join up technology systems and information sources in order to achieve a single view of the citizen, with just one version of the truth.

"That will enable us to really personalise our services through one, comprehensive view of the citizen," Dylan says. "We are still in the first steps of the journey. But we have a clearer vision now of where we are and where we want to be."



Remember me

Noah

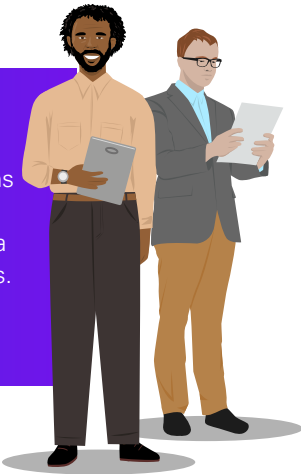


Noah represents the group of 18-34-year-old professionals in our research. This group tends to rate interactive, self-serve experiences with mobile apps or virtual chats more highly than phone, post, or email, which rely on engaging with staff directly.

Noah is building a new relationship with his local public services; he placed a lot of trust in his previous mental health therapist and is apprehensive about having to build this up again with a new one. When Noah meets with his new therapist, it feels like they have known Noah for years. They have access to Noah’s medical records and previous interactions with the system, so Noah does not have to repeat details, some of which cause emotional pain. Further to this, Noah’s therapist understands Noah’s preferences and flexes their approach to meet Noah’s needs. Noah remembers this familiarity from his previous public services which makes him feel comfortable and open. Noah and his therapist pick up from where he left off with his last therapist, focusing on supporting Noah in his transition to a new job and location.

Our research shows that leaders who invest in remembering their citizens receive greater benefits from their transformation investments.

“After graduating from a local university a few years ago, I lived with my parents to save for a house deposit. I just landed a great new job at a technology start-up which means I can finally buy my own place. I have suffered from mental health issues in the past, so it is nerve-wracking moving to a new area and having to contact and use new public services. I don’t know how I will manage everything myself whilst balancing the pressure of my new job.”



What are leaders investing in to support Noah?

- 1 Map of individual services delivered to citizens and a developed plan for bringing them together around the citizen journey.
- 2 A defined data strategy including how you will rationalise, access, edit and share citizen data across services.
- 3 Related citizen records that are linked together to enable a single organisational view of the citizen in your organisation.
- 4 A CRM that remembers citizens between services, cutting down the time they need to provide details to you.
- 5 A CRM that records and uses citizen preferences across different services so citizens can engage in the way that best suits them.

Benefits

- ✓ Increased productivity through reduced duplication of effort and silos.
- ✓ Improved data governance and security reducing the risk of security breaches.
- ✓ Empowered workforce that are focused on activities that actually solve citizen problems and improve outcomes.
- ✓ Reduced failure demand through increased first contact resolution with citizens.
- ✓ Reduced demand into high-cost channels through increased digital self-service.
- ✓ Aligned and insight-led decision-making increasing the likelihood of getting it right first time.



Recognise me

Acknowledge my circumstances and tailor services around my needs.

When citizens feel that their needs are recognised by public services, experience improves. In the previous section we covered creating joined up experiences that remember citizens, however citizens need more than this. They need to feel that their individual needs and circumstances have been recognised, and that the organisation is doing all they can to help them. Where respondents said that their individual needs had been considered, experience scores improved by 10%.

Yet despite their best efforts and deep desire to serve the public, staff are not always empowered to actually help, held back by inflexible processes and policies that aren't designed to adapt around the real life needs of citizens. This is evidenced by a 2% decrease in citizens telling us that their individual needs were considered from 2023 to 2024.

More recently, we have seen leading public sector organisations globally use customer segmentation and personas to group individual services around common customer needs or life events. This makes it easier for citizens

to understand what they need at different times in their life. For example, a citizen moving house will need to access multiple local government services, including informing the council of an address change, registering for council tax and viewing bin/recycling information. This also allows public sector organisations to identify who is most in need of their services and proactively engage with them.

Heard

 **31%**

of UK citizens say they feel their individual needs were not considered.



Personalisation

Uninformed

 **36%**

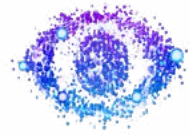
of UK citizens say they feel they were not proactively informed about services.



Expectations

// They were incapable of dealing with any situation outside the norm. There was little joined up thinking... the entire process is far more complex than it needs to be."

61-year-old, Greater London



Recognise me

In a service-led model, each of these separate services would be a distinct customer journey. Citizens would have to fill in their details multiple times and may miss out on services they don't know about. In a citizen need-led journey, their needs are recognised – they are moving house, therefore may need a suite of different services. A single login allows them to access these, unnecessary or duplicative processes are removed, and services that fit their needs are actively suggested.



Understood

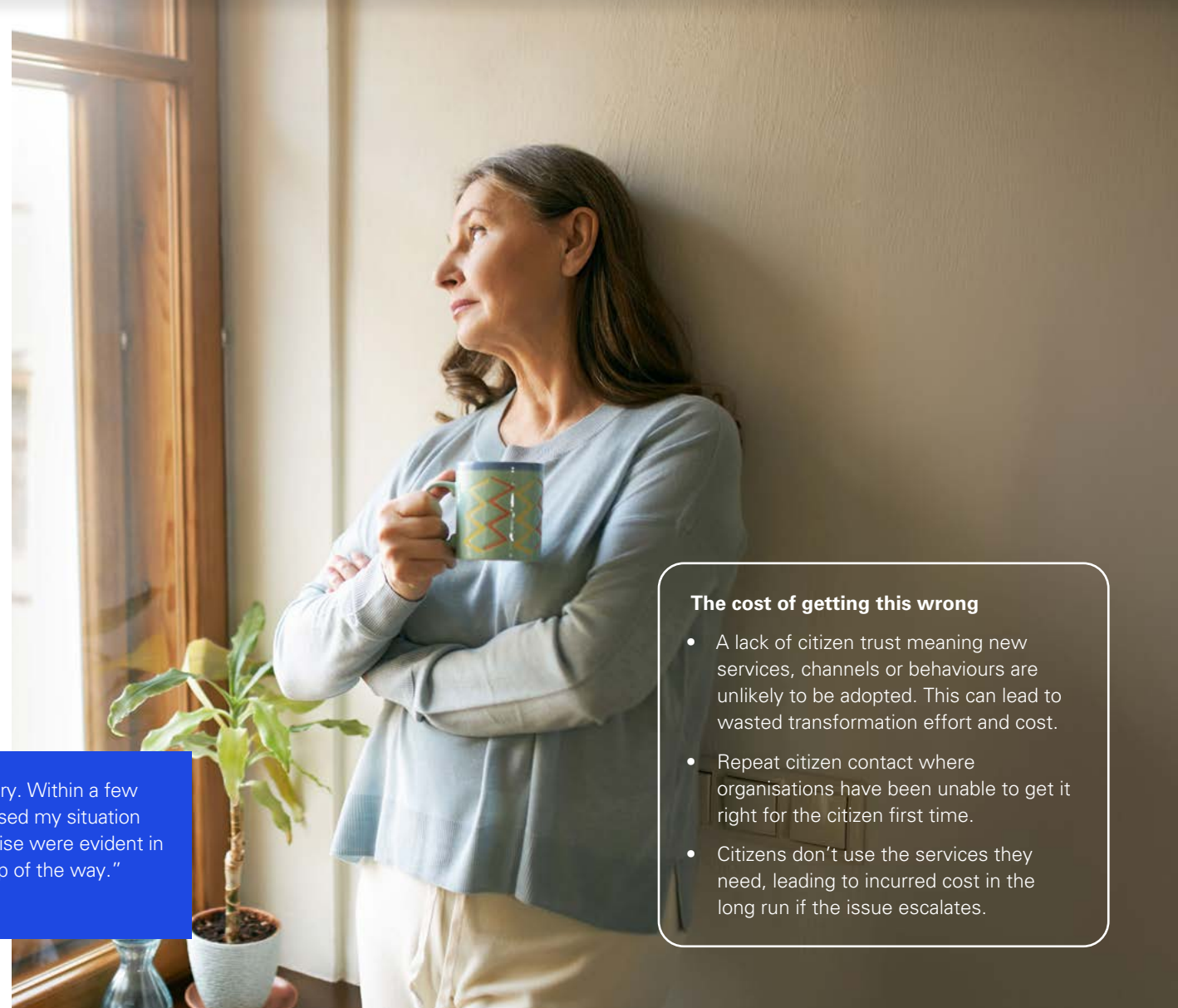
 **77%**

of UK citizens say they feel staff listened to and understood their situation.



“ What impressed me most was the prompt response to my query. Within a few days, I received a visit from a council representative who assessed my situation and provided a solution. The team's professionalism and expertise were evident in the way they handled my case, keeping me informed every step of the way.”

33-year-old, Scotland



The cost of getting this wrong

- A lack of citizen trust meaning new services, channels or behaviours are unlikely to be adopted. This can lead to wasted transformation effort and cost.
- Repeat citizen contact where organisations have been unable to get it right for the citizen first time.
- Citizens don't use the services they need, leading to incurred cost in the long run if the issue escalates.



Recognise me

Make the difference

Great service design is built upon a solid knowledge of who needs your services, and how they want to use them. Doing this requires mapping service data (the volume and patterns of how people use services) to population data (the demographics, composition and specific challenges of the population you serve). Together, these two datasets frame the context for service delivery. By considering factors such as digital adoption, or specific demographics who suffer from worse public service outcomes, you are more likely to firstly design a service that meets the needs of the citizens you serve and secondly create meaningful engagement with citizens who need it most.

Having access to contextualised service data also allows you to deliver better customer segmentation by breaking down your population data into smaller groups grounded on specific needs. For the public sector, this might be around use cases (such as the house move example), or around demographic groups, such as vulnerable customers. Designing with these specific groups in mind, or even better co-designing with them means you can develop targeted service solutions, marketing, and engagement that meet their needs and the needs of your organisation. Unless you involve end users in the design process, any investments into service design risk missing the point.

It's incredibly difficult to try and change an entire organisations' services in one go. One of the great benefits of a citizen -led approach is that it naturally shows how services can be grouped together and prioritised for change. Grouping services around needs, such as different use cases or demographics, means that digital service improvement can be planned around pilot cases before then being rolled out across the wider organisation. This approach also proactively signposts citizens towards these grouped services based on their life needs.



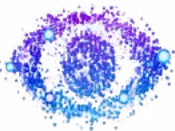
Case study

NHS Midlands & Lancashire Commissioning Support Unit (MLCSU)

MLCSU, an NHS organisation supporting a number of NHS providers across the North West, takes a Population Health Management (PHM) approach to improving health outcomes. This involves them developing a PHM Segmentation Tool to break down their population based on a number of similar health and wellbeing characteristics and needs, including wider determinants such as ethnicity, digital exclusion, housing quality and social isolation.

Segmenting the population in this way helps provide a much more targeted approach to different population groups. To date, MLCSU have helped identify and reach approximately 5,500 people with clinical and social issues, enabling the system to improve health outcomes at an early stage and have avoided patients becoming unwell and reducing hospital admissions and future healthcare costs. This insight-led approach helps identify specific needs and problems, developing tailored solutions to meet them.





Recognise me

Jasmine



Jasmine represents the group of people aged 55+ from our research who feel their personal situation hasn't been taken into account, and struggle to get the resolution they need. For this group, not having their needs recognised created a 28% worse experience than for those who did.

Jasmine and her family are going through a special time in their lives. The additional support needs for Jasmine's daughter, however, are causing them a lot of stress. Jasmine and her daughter contact their local social support services, who already understand Jasmine's role in caring for her daughter, have record of the birth, and have flagged the life event on her customer record. The support worker recognises the life event and their likely concerns, proactively suggesting different support options available for the family and assuring them that help is available. Further to this, Jasmine's online account is regularly updated with relevant information and resources that can help Jasmine to support her daughter through the next few years. Jasmine feels empowered to provide the support that her daughter needs, knowing that additional help is available should it be needed.

Our research shows that leaders who invest in recognising their citizens receive greater benefits from their transformation investments.



I am 65 years old and as of last week, a grandmother for the first time! It's been an overwhelming few months for our family. I already provide a lot of care for my daughter, who has several disabilities. There was a lot of stress and anxiety around the birth, but my daughter has been so strong. All I want is for her to feel supported and safe in this special time of her life, but I worry myself. My daughter has complex needs that requires specialist support, but where is she going to get it from?"



What are leaders investing in to support Jasmine?

- 1 Mapped demographic and service data, understanding who uses your services and how.
- 2 Segmented users, understanding groupings of different citizen needs.
- 3 A plan for co-designing with priority segments to understand and address specific pain points.
- 4 Services grouped around these needs and plan digital processes accordingly – e.g. a single login for all processes related a single life event.
- 5 Proactive signposting for citizens towards services you think are relevant to their needs based on this model.

Benefits

- ✓ Prevention of long-term cost through proactive engagement with those who suffer from poor public service outcomes.
- ✓ Targeted service improvement that actually solves citizen and organisation pain.
- ✓ Citizens use the services that are right for them, preventing the need to redirect demand when citizens access the wrong service.
- ✓ Increased adoption of new, more cost-efficient digital services, channels and behaviours.
- ✓ Get it right first time for the citizen (projects, operations, citizen contact), preventing additional contact and complaints, and therefore cost.



Respect me

Treat me as an individual, with dignity, empathy and fairness. Respect my time and effort.

Every individual is unique. People don't always fit into a single category or customer segment. No matter how well services plan for different eventualities, there will always be exceptions to the rule that require human understanding and respect: respect for citizens' need to feel listened to, respect for their right to make decisions about their own needs and respect for their time and effort.

Citizens interact with public services at some of the most vulnerable points in their lives where the outcome often has a material impact on quality of life. Feeling listened to and respected can shape how those events play out, and our research shows that 72% of citizens feel that staff provide the right emotional response. However, the challenge is that it's the outcome that really matters. If a citizen can't get to the right place or person, or get what they need from a service, then not only have they wasted their time and effort, but they feel abandoned, and their quality of life suffers as a result.



My work coach... is so helpful, understands the issues that I am facing and goes out of his way to help without making me feel lazy, small or belittled in any way."

49-year-old, Norfolk

Reassured



of UK citizens say they feel reassured and cared for.

Bounced



of UK citizens say they were not able to get to the right person/place at the first attempt.



Respect me

The world's leading public sector organisations are carefully designing digital services that respect both citizen's time and emotion by blending technology with a human touch. Getting the balance of automation and efficiency versus human contact and empathy is a careful matter. Automation can clearly perform some tasks better than any human could, saving both public sector staff and citizens time and effort. But for many customers, especially those who are vulnerable or are dealing with complex circumstances, the human connection is not just the route to resolving their problem – it's part of the solution too.

Abandoned

 **44%**

of UK citizens say they feel staff did not go the extra mile to help them.

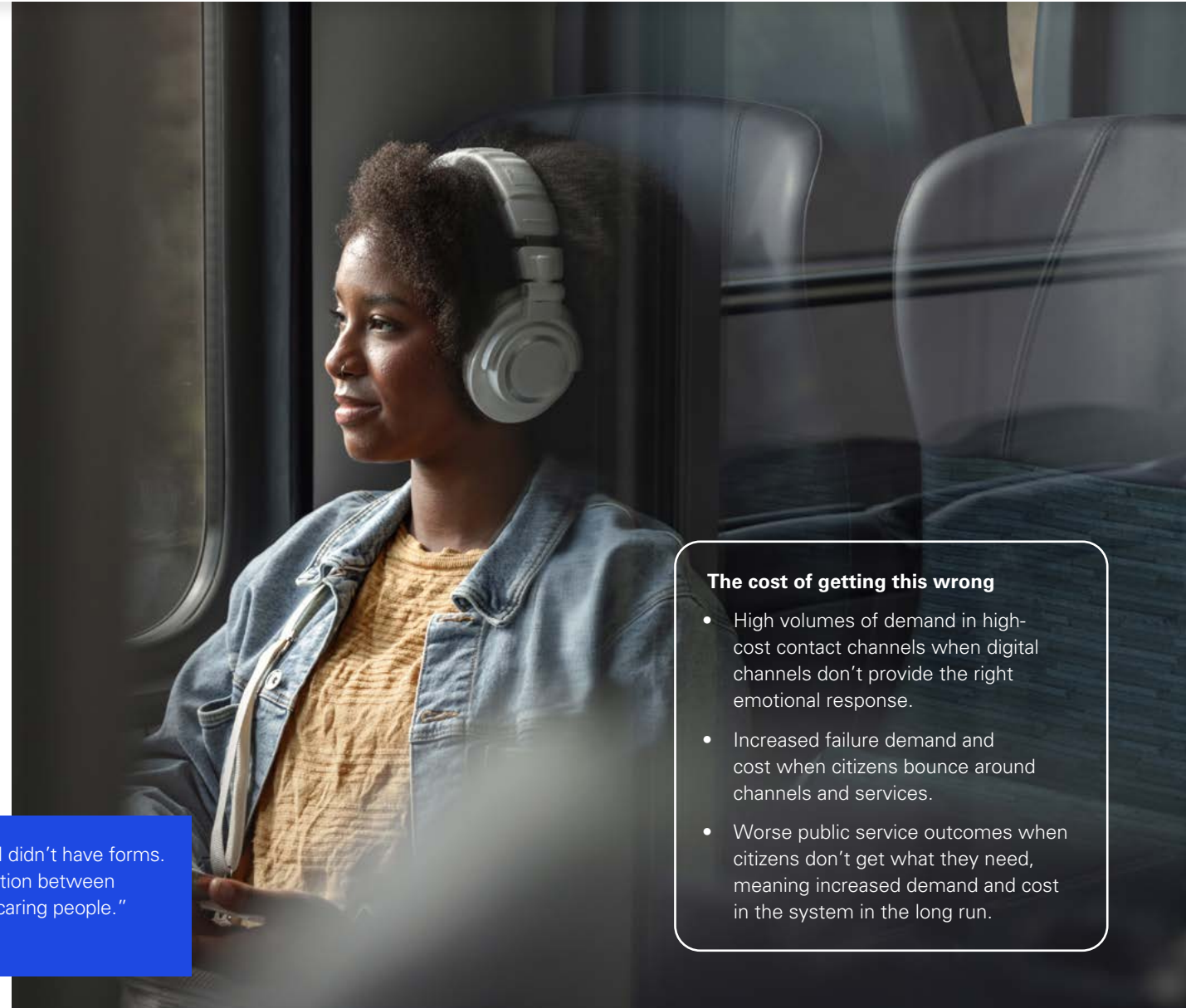


I've turned up to appointments where I've been seen late, told I didn't have forms. I've been told many different things and there is no communication between services. Staff sound more like textbooks than compassionate caring people."

34-year-old, Greater London

The cost of getting this wrong

- High volumes of demand in high-cost contact channels when digital channels don't provide the right emotional response.
- Increased failure demand and cost when citizens bounce around channels and services.
- Worse public service outcomes when citizens don't get what they need, meaning increased demand and cost in the system in the long run.





Respect me

Make the difference

It's important to understand when and where human contact matters most in a citizen's experience. Understanding how services support the citizen journey (an end-to-end pathway mapping out how people experience one or more services) and their current pain points can help identify 'moments of truth' – those points in the journey that have the biggest impact on a citizen's experience. Using this insight, you can identify which citizen touch points and journeys would benefit from automation or digitisation, and which require the human touch.

There is often no single answer to this question – different people prefer different channels. Developing a channel strategy allows you to plan the options for people across their journey, allowing a digital-first approach without excluding those with additional needs: this year, 75% of people felt they had a choice in which channel to use in accessing services. Having the choice to self-serve, not only reduces demand for public sector organisations, but also has a huge impact on people's time and the flexibility of services: for the 60% of people able to self-serve in our 2024 findings, this created a 27% better experience.

AI can be a key driver in great citizen experience but should be planned carefully: for 62% of citizens, losing human contact is one of the biggest concerns around the use of AI in public services. AI use cases should be weighed against their impact on citizen experience, not just what they will do for the bottom line.

This includes giving options to people: a sizable group of citizens in our research cite frustration in not being able to speak with a person, and so services should always provide a route for citizens to escalate if they need to speak to a human.

Lastly, no new system is perfect. When not well thought out, automation and digitisation are prone to bias and excluding different groups from accessing services. It is vital to evaluate any new digital services over time to make sure that they're not disadvantaging people and hindering access to those who may need it most.

Case study

Greater Anglia

As one of the largest train operators in the UK, Greater Anglia has delivered significant changes in customer experience, climbing from 7th place in 2023 to 3rd place in 2024 among our CEE rankings of train companies. Martin Moran, Commercial and Customer Services Director, believes that this improvement stems from a determination at senior leadership level to improve customer satisfaction.

"We're placing particular focus on serving customers who have specific needs such as accessibility. That's an exponentially growing area – around 10,000 customers a month travel with accessibility needs, whereas a few years ago the figure was more like 2,000. We're able offer a much-enhanced service to those customers now."

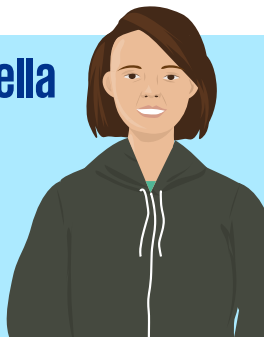
Greater Anglia recognise that no two customers are the same and people will be travelling for different purposes, in different moods, and with different needs, and so Greater Anglia puts an emphasis on staff training to recognise signals and show empathy and respect.





Respect me

Isabella



Isabella represents the people in our research on the lowest income levels, and who feel the biggest impact from cost of living. This group places a heavy emphasis on staff listening to and understanding their situation, which drives a 34% better experience compared to those who didn't feel listened to.

Public service benefits are a lifeline for Isabella – it is what puts the food in her children's mouths. When her benefits were delayed and she couldn't see an obvious reason, she contacted her local office. They were kind and patient with Isabella. They spent the time to understand what was happening, really went the extra mile to see how they could help. Once Isabella got through to the advisor they didn't hang up or put her on hold. They didn't stop talking to her until they'd sorted out her benefits. Although there was a delay in the payment, Isabella knows when the money will come in and has a human point of contact if she needs further help.

Our research shows that leaders who invest in respecting their citizens receive greater benefits from their transformation investments.



“ I am a single mother of 3 young children living in social housing. I rely on a variety of public services for both me and my children to live; from benefits payments and social housing, to GP appointments and childcare services. I find it all so overwhelming, all I want is the best for my children and it's so hard to stay on top of it all. I don't have a support network around me, so my local public services are all that I have.”



What are leaders investing in to support Isabella?

- 1 Mapped out and analysed customer journeys with a clear view on which interactions can be automated, and which are likely to need a human touch.
- 2 A channel strategy showing how and where citizens can access each touch point, process and service.
- 3 AI use cases prioritised against their likely impact on citizen experience to ensure AI builds great experience rather than undermines it.
- 4 Clear signposting in digital channels with ways to escalate and speak to a human when needed.
- 5 Evaluation of new services to ensure that they provide equitable access to your users.

Benefits

- ✓ Increased digital self-service and reduced failure demand.
- ✓ Streamlined and automated processes.
- ✓ Increased return on investment from new services or AI development.
- ✓ Reduced reliance on high-cost contact channels e.g., telephony.



03.

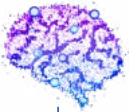
Practical actions for digital service delivery



Checklist for great digital service delivery

Great digital service delivery focuses on meeting the unique needs of citizens, and our research shows that this means remembering, recognising and respecting. Organisations who accelerate their digital transformation through this lens see the benefit in value delivered to the citizen and a cost and efficiency perspective.

The following **15 actions** have been developed to support you in delivering citizen-centric digital services.



Remembered

Using your CRM to remember citizens, their situation and preferences across the organisation

- 1 Map out the individual services delivered to citizens and develop a plan for bringing them together around the citizen journey
- 2 Define your data strategy showing how you will rationalise, access, edit and share citizen data across services
- 3 Link different citizen records together to provide a single organisational view of the citizen
- 4 Identify and cut down on the times that a citizen needs to provide details to you – use your CRM to remember them between services
- 5 Use your CRM to record and use citizen preferences across different services so they engage in the way that best suits them



Recognised

Understanding citizens’ specific circumstances and tailor services around their needs

- 6 Map demographic and service data to understand who uses your services and how
- 7 Conduct a citizen segmentation exercise to understand groupings of different citizen needs
- 8 Co-design with priority segments to understand and address specific pain points
- 9 Group services around these needs and plan digital processes accordingly – e.g. a single login to conduct all processes around a single life event
- 10 Proactively signpost citizens towards services you think are relevant to their needs based on this model



Respected

Treating people as individuals, not numbers, and respecting their needs and time as much as your own

- 11 Map out and analyse citizen journeys to identify which interactions can be automated and which are likely to need a human touch
- 12 Develop a channel strategy to show how and where citizens can manage each touch point, process and service
- 13 Weigh AI use cases against their likely impact on citizen experience to ensure AI builds great experience rather than undermining it
- 14 Ensure all digital channels have clearly signposted ways to escalate and speak to a human when needed
- 15 Evaluate your new services to ensure that they provide equitable access to your users

To drive improvements in...

- 

Time and Effort – services feeling joined up
- 

Personalisation – feeling remembered from previous interactions
- 

Integrity – citizens feeling their data and records are secure
- 

Personalisation – feeling your individual needs have been considered
- 

Expectations – being proactively informed
- 

Integrity – feeling like the service is acting in your best interest
- 

Empathy – feeling like staff have listened to and understood you
- 

Time and Effort – getting to the right person or service first time
- 

Resolution – feeling staff are taking ownership of your issue



04.

Key findings for sectors

With citizens expecting public services to remember, recognise and respect them, we dug into our survey results by sector to see how different parts of the public sector are delivering. Here's what we found.





NHS (health & care)

The NHS delivered the strongest citizen experience scores within the public sector in 2024.

Despite its often publicised troubles with capacity and waiting times, the NHS holds a special place in citizens’ hearts with particularly strong scores around Empathy (7.04) and Integrity (7.24). Although, the NHS faces the same challenges with digitisation as any other public service, its focus on direct human connection and care differentiates it from some other public services.

6 Pillars scores



Remembered

Being remembered across services is particularly important for the NHS, as many people will move between services at different stages of their care pathway. Siloed NHS services drive poor experiences – for the 38% of people this year who felt that services weren’t joined up, this lowered experience scores by 30%. The move towards electronic patient records could help to offer both healthcare staff and citizens easier access their patient records.

-30%



NHS experience satisfaction dropped 30% when services didn’t feel joined up.



All of this was recorded on an online portal called My Care which holds all my appt details and letters etc.”
60-year-old, Devon



Recognised

Citizens' healthcare needs vary from the relatively simple, such as ordering a repeat prescription, to incredibly complex care. Recognising the difference between the two has a big impact on how they access services. The survey shows that a large proportion of people want to be able to self-serve using options such as the NHS app, but that many people still feel unable to do so.

64% 

of respondents under 55 years old were able to self-serve to get the NHS service they needed.

“Online booking has improved getting an appointment with the GP, but they are very bad at actually keeping to the time allotted. The NHS app is a help when it works but often lacks any useful information as to why prescriptions aren't available.”

57-year-old, North Yorkshire



Respected

When it comes to respect for the individual and their human needs, the NHS scores highly: 72% of respondents felt reassured and cared for and 74% felt that staff gave the right emotional response. Yet whilst citizens appreciate the service received once they get to an appointment, frustration with access in the first place is a recurring theme. 42% of people were not able to get to the right NHS service first time, meaning they had to wait or try repeatedly to get access.

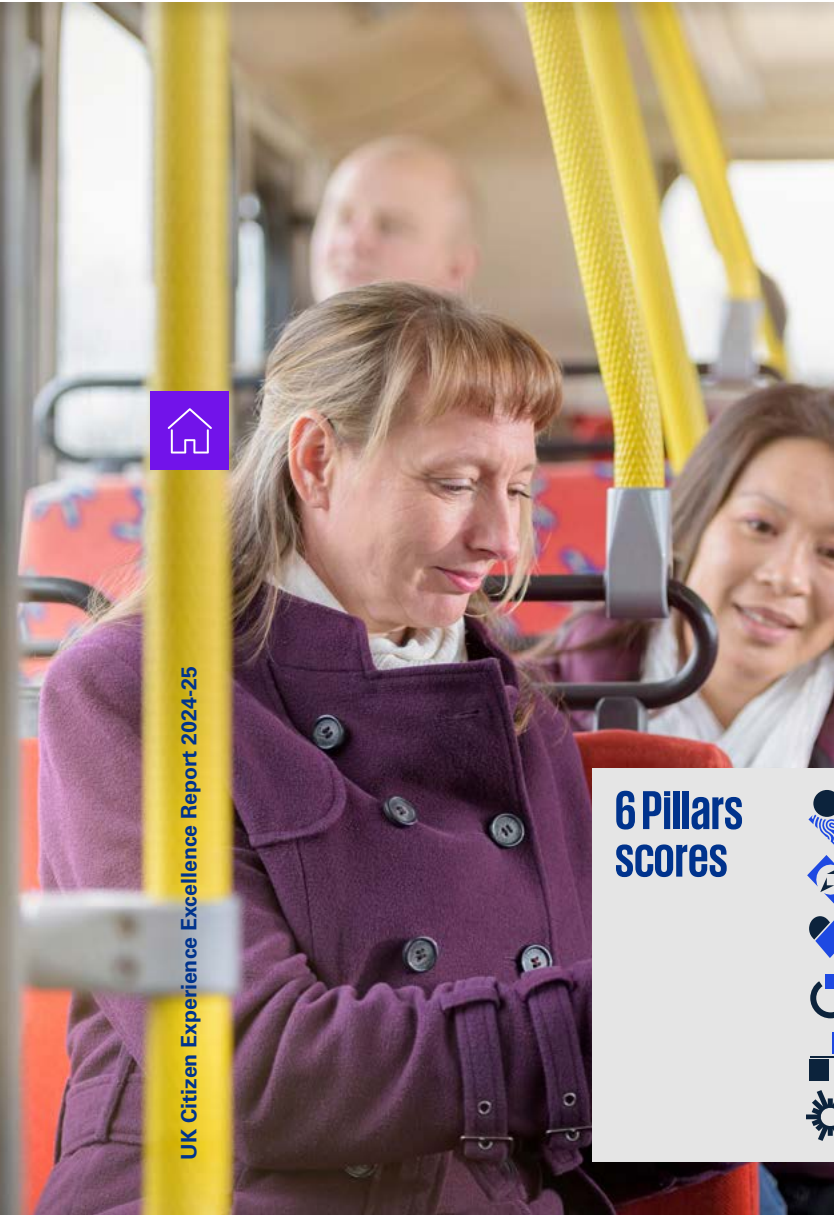
85% 

of NHS respondents found that staff were friendly and courteous.

“Overcrowded hospitals and a long waiting time. It was stressful but in the end I was attended to by dedicated professionals who provided me with quality service.”

18-year-old, Manchester





UK Citizen Experience Excellence Report 2024-25

Local government

This year, Local government saw some of the lowest scores for Citizen Experience with an average of 6.08.

We also saw significant variation within organisations: local government typically offers a wide range of services, some of which scored highly (e.g. voting registration – 6.24), and others far less favourably (potholes and other road issues – 5.63).



Remembered

This year, 59% of people felt remembered from previous council interactions, up from 47% in 2021. This shows that councils are beginning to consolidate their fragmented record systems, something which in the past has been difficult to achieve through tiered council systems.

Local government reform and the move to unitary authorities comes with many challenges but may also create significant opportunities in this area.

59% 

felt that services remembered them and their details from previous interactions.

// I reapplied for my disabled bus pass online by logging into my account, and the whole process was easy quick and very efficient. They had most of my information, and I received the pass in 3 days."

64-year-old, Derbyshire



Recognised

Around two-thirds of citizens reported that council services had recognised their individual needs in 2024. However, there is variation between different services. More transactional services, such as birth and marriage registration score highly (73%). Other more complex services scored lower: adult social care, for example, scored 56% for individual needs being recognised.

67% 
felt their individual needs were considered when using council services.

“ Dealing with the council about social care was an ever-ongoing battle, their response times were indicative of an ‘if we don’t do anything maybe the problem will just go away’ approach.”
80-year-old, Scotland

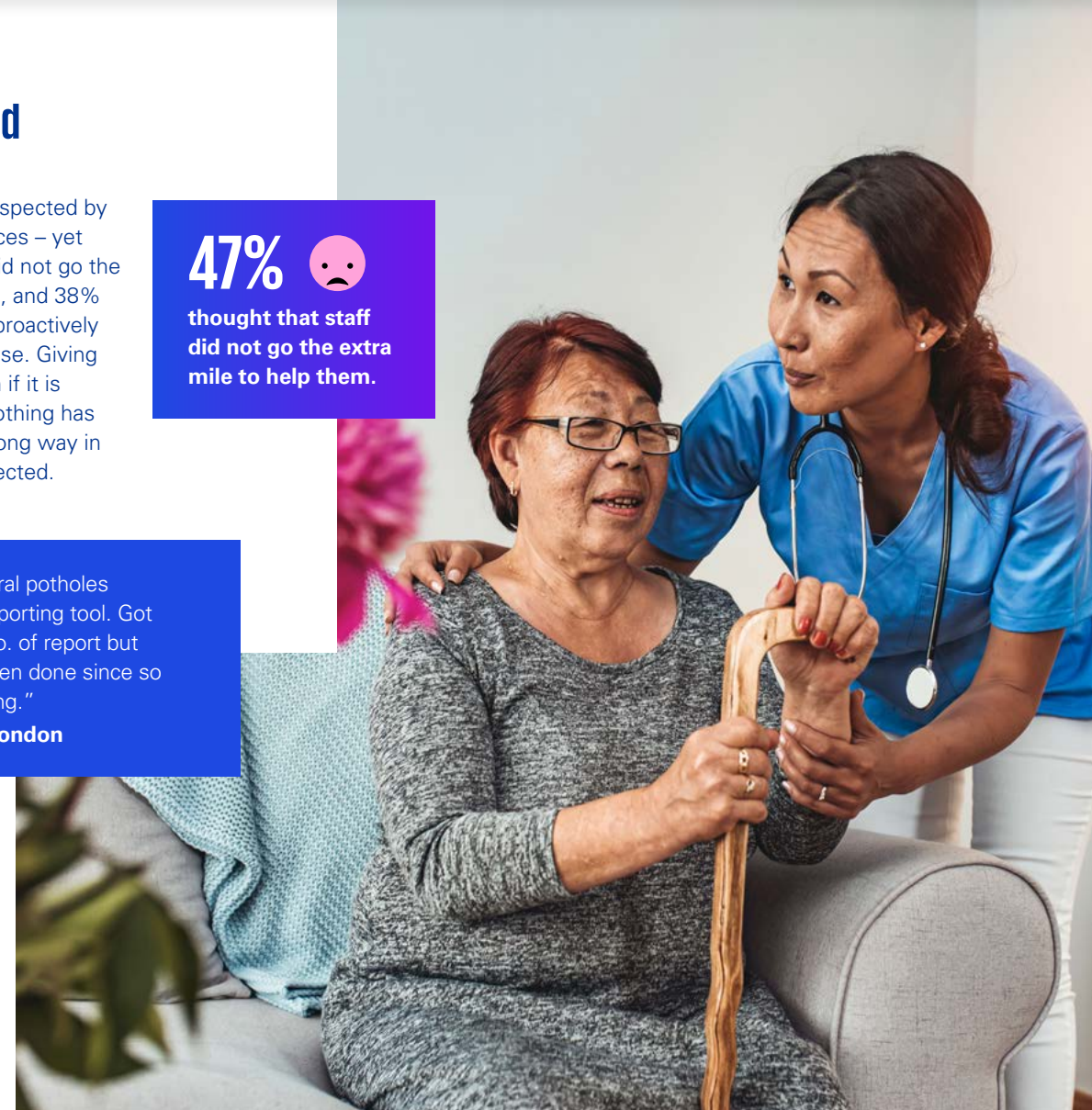


Respected

Citizens want to feel respected by local government services – yet 47% report that staff did not go the extra mile to help them, and 38% reported they weren’t proactively informed about their case. Giving people an update, even if it is just telling them that nothing has happened yet, goes a long way in helping them feel respected.

47% 
thought that staff did not go the extra mile to help them.

“ Reported several potholes using online reporting tool. Got confirmation no. of report but nothing has been done since so rather frustrating.”
57-year-old, London





UK Citizen Experience Report 2024-25

Central government

Central government achieved moderate improvements in CEE scores this year, with a 3.3% rise over 2023, from 5.99 to 6.19.

Central government has been particularly good at digitising analogue processes through websites and apps. Whilst websites remain the most frequent option for citizens, they're not always the favourite: those aged 45-54 have the most positive experience with the website, but for younger demographics (25-44), mobile apps provided the highest experience scores.

6 Pillars scores



Remembered

Central government services hold a wealth of information about citizens – just not in the same place. This creates frustration for citizens when they have to resubmit data they've entered before and stops them feeling remembered.

This is an area where central government services are beginning to make improvements: the GOV.UK One Login programme plans to rationalise the ~200 different ways to set up a central government digital account by offering citizens a single login to access a wide range of government services. As well as saving people time and effort, this also enables more personalised services that remember people's details both within and between central government departments.

+3%

Central government services scored 6.5 on Personalisation in 2024, up 3% from last year's results.



I had to recently set up my eVisa. It was a bit annoying. Surely, they would have all of that information in their database already?

28-year-old, Shropshire



Recognised

Our citizen experience results for DWP often highlight Empathy as the lowest scoring pillar. DWP services often deal with vulnerable citizens and highly sensitive situations, and so building Empathy into service design is vital to recognise people's individual situations and respond to them. Child Maintenance Services, run by DWP, is trialling technology to recognise when people's child maintenance cases are likely to escalate and need further intervention. This could help CMS prioritise early interventions for individual citizens and look for solutions to prevent the situation from escalating.

5.2



DWP services scored 5.2 for Empathy – the lowest score across the public sector.



"I only applied because I cannot live on nothing, but I was treated like low-life scum from some of the older staff members who came across very rude and arrogant."

19-year-old, County Durham



Respected

Leading government organisations such as the Home Office (6.89) are making transformational changes to services. Some of these changes are already delivering on the digital promise, including a digitised passport renewal service that streamlined previous processes into a far more intuitive model.¹ This change has seen positive results for the Home Office, both for the reduced time taken to renew a passport, as well as for the respect with which they communicate with citizens.

7.1

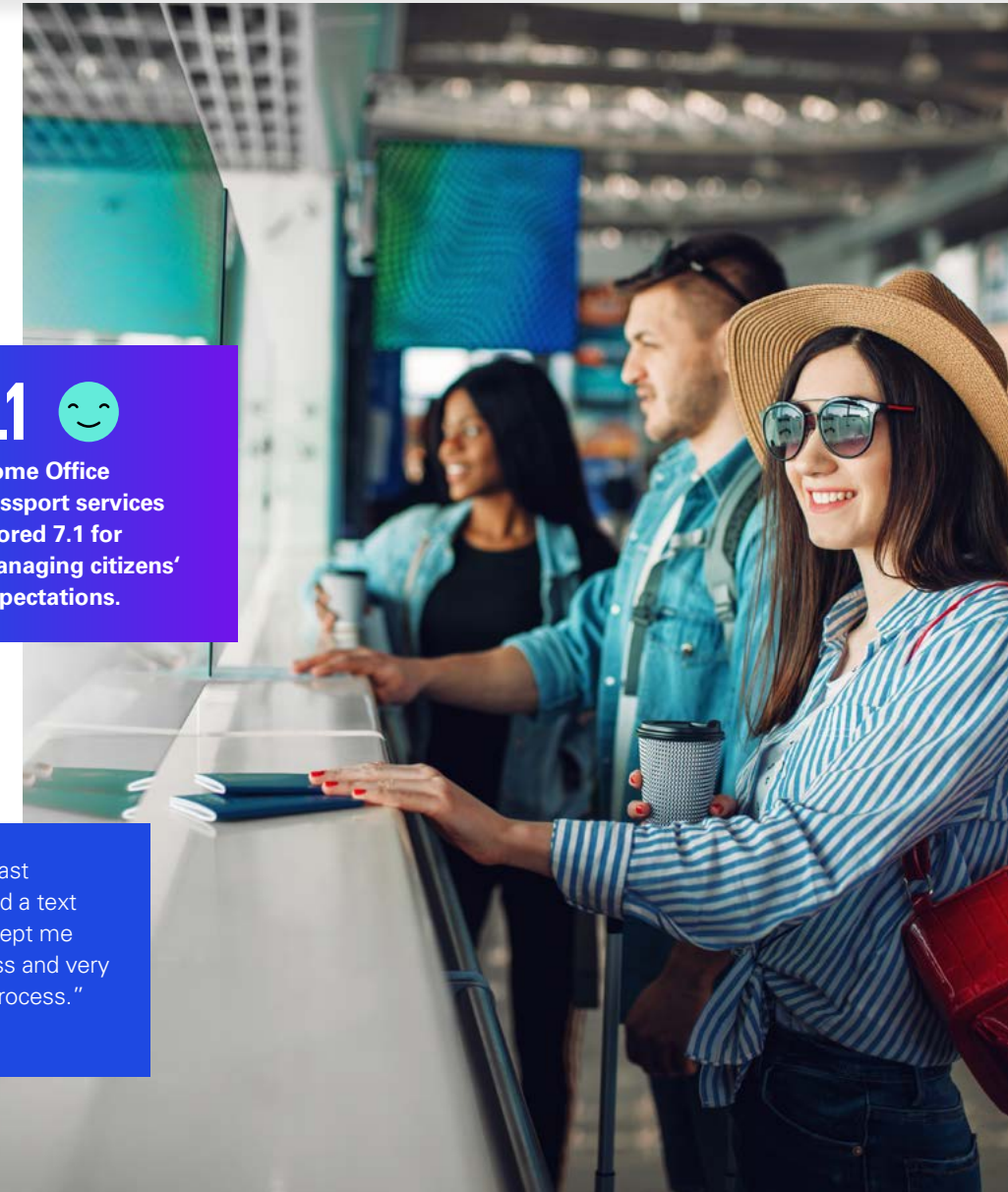


Home Office passport services scored 7.1 for managing citizens' expectations.



"Filled UK passport application last Monday. After 7 days I received a text saying passport was printed. Kept me updated throughout the process and very impressed with their speedy process."

41-year-old, Surrey



¹ <https://hodiigital.blog.gov.uk/2019/02/13/applying-for-your-passport-online/>



UK Citizen Experience Excellence Report 2024-25

Transport

Transport organisations reported the greatest improvement in public sector citizen experience scores from 2023 to 2024 – an increase of 5%.

The stand-out Pillar of experience is Time and Effort, which is 4% above the public sector average, greater than any other Pillar. The Transport sector also has 8 of the top 10 performing organisations in the public sector study, with Eurostar, National Express, and London North-Eastern Railway making up the top 3 overall.



Remembered

A more integrated travel system provides an opportunity to drastically improve citizen experience. Citizen’s measure their travel experience end-to-end and want to be remembered as they move from one operator to another. LNER is collaborating with influential stakeholders along the citizen journey, such as Network Rail stations, other train operators, connecting transport providers and even private sector ticket retailers. It is their view that where they can’t fully control the citizen experience, they will work with others to achieve the best outcome for the citizen.

+11%

LNER were the top ranked Train Operating Company in the study, with a CEE score 11% higher than the sector average.

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I had just arrived from Heathrow and needed to get to Leeds on the same day. I booked and managed my journey with LNER and it was such a swift and enjoyable trip.”

33-year-old, West Yorkshire



Recognised

How and when citizens travel is continuously evolving and the transport system is expected to recognise this, offering travel services and a citizen experience that meets current need and anticipates the future. For example, active travel is increasing in demand and many transport providers must consider their role in enabling active travel and then ensure this is fed into delivery functions across projects and operations. Ultimately, this means an increased likelihood of getting it right first time and improving outcomes for all citizens.

-6% 
From 2021 to 2024, the Expectations score for the transport industry dropped by 6%, more than any other pillar.

“ There is only one wheelchair space per bus so I cannot always travel when I want to. When the bus broke down the emergency door was blocked by the seating so I could not get my wheelchair off the bus.”
80-year-old, West Midlands

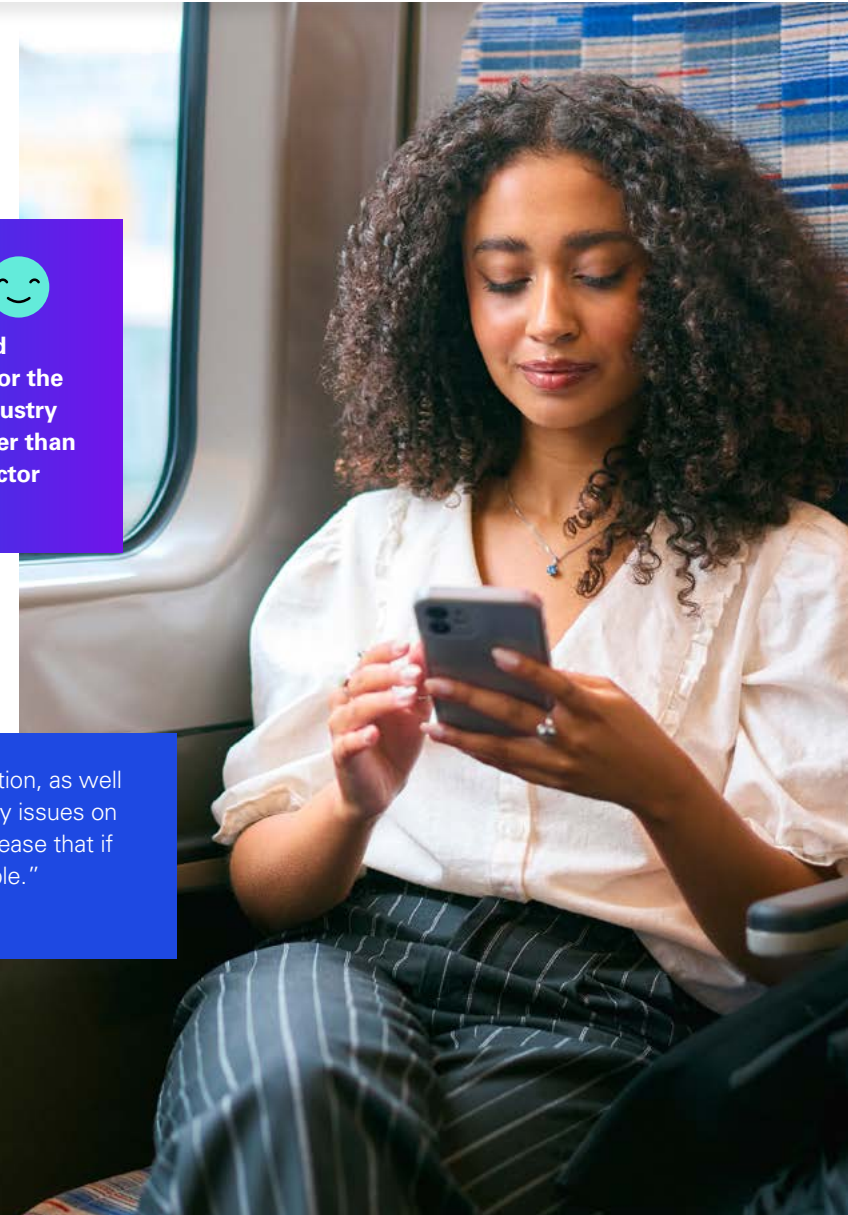


Respected

Our research shows that 1 in 2 citizens use digital channels during their transport experience. Leaders in the industry respect this balance and deliver omnichannel experiences to citizens where all channels are designed to support the end-to-end citizen journey. Some companies, for example, have implemented seat detection technology to understand where there is spare seating, feeding this information through to both citizens and staff digital devices. Citizens can then make their own way to a seat or be guided by a member of staff depending on their need.

+4% 
The Time and Effort score for the transport industry was 4% higher than the public sector average.

“ A transport officer gave us all our journey information, as well as details of who to contact if we came across any issues on our travel. He made us feel very welcome and at ease that if we needed assistance someone would be available.”
27-year-old, Nottinghamshire





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Our approach



Our approach to citizen-centric transformation

As the world rapidly changes, public sector organisations need to move quickly and embrace new ways of working to provide better and more efficient services. Small, isolated changes aren’t enough anymore, real progress needs a connected and human-centric approach to unlock future value.

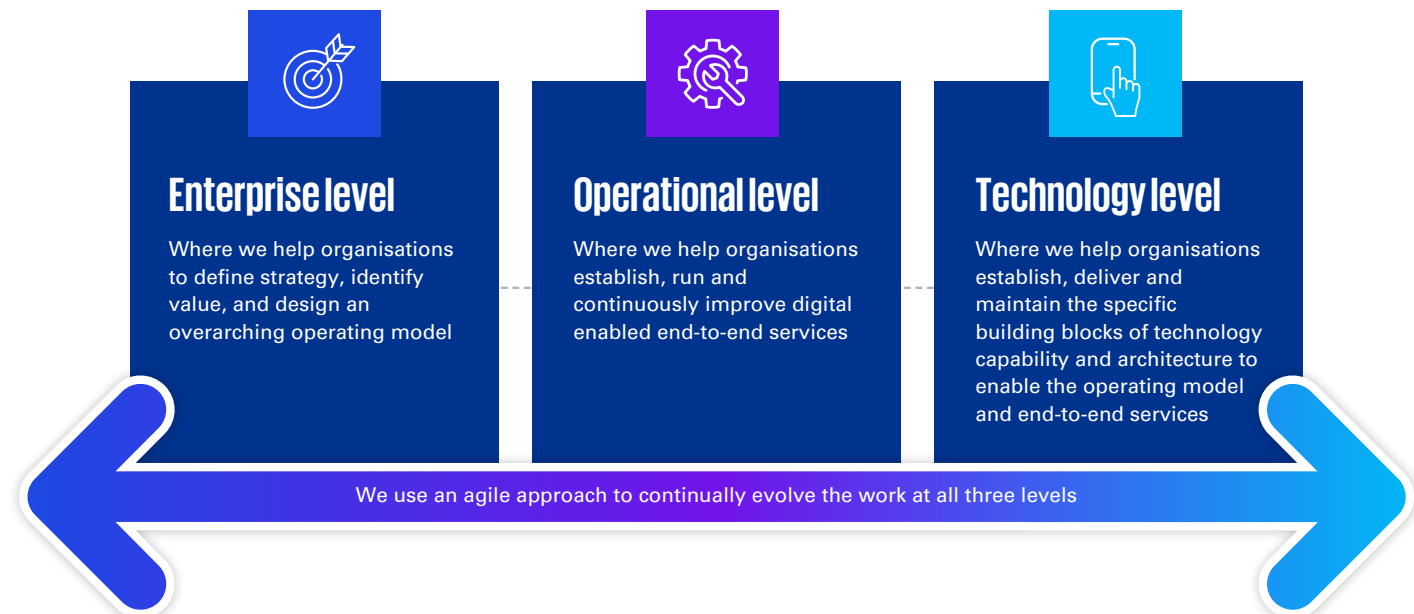
At KPMG, we believe that creating lasting, meaningful change happens when you put people at the centre. This means working together across organisations to improve how services are delivered to both citizens and staff. Our goal is to help organisations reach new levels of performance and value, whilst delivering improved experiences and building trust.

Our approach is built on an understanding of what citizens truly need from public services, as well as the strategic goals driving leaders in today’s economic environment.

- 1. Human-centric approach:** We believe technology should support, not replace, human connection. Our insights help challenge traditional thinking and focus on what creates real value for citizens and colleagues alike.
- 2. Sector expertise:** We tailor our solutions using deep understanding of your sector, so we can address the challenges that matter most to your organisation and the people it serves.
- 3. Sustainable transformation:** We embed sustainability into everything we do, helping you make cultural, operational, and technological changes that stand the test of time.

We have invested significantly in Connected Enterprise – it’s a flexible, people-focused method for digital transformation. Grounded in customer insight and our fundamentals of brilliant customer experience, the Six Pillars, it brings together smart ideas, tools, and technology including our latest AI platform, to help you move faster and make smarter choices.

We understand that every organisation is on a different journey. That’s why we meet you where you are, whether you’re redesigning services from the ground up or reimagining a single process. Whatever the stage, we help ensure every citizen interaction says: “Remember me. Recognise me. Respect me.”



Contact us

Ready to transform citizen experience and unlock the potential of your service? Connect with our contacts below or your local KPMG office to explore how we can help.



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